



MIER MUNICIPALITY : IDP 2013/14

EXECUTIVE SUMMARY

Mier Municipality submitted its IDP (2012/13-2017/18) for approval to the MEC, which marked the beginning of the third 5-year period of IDP's in Mier. This was done in terms of Chapter 5, of the Municipal Systems Act.

In terms of Section 34 of the Municipal Systems Act:

A Municipal Council –

must review its integrated development plan-

- annually in accordance with an assessment of its performance measurements in terms of section 4 I; and
- to the extent that changing circumstances so demand; and may amend its IDP in accordance with a prescribed process

As far as the status of an integrated development plan is concerned Section 35 states that an integrated development plan adopted by the council of a municipality –

- **“(a) is the principal strategic planning instrument which guides and informs all planning and development, and all decisions with regard to planning, management and development, in the municipality;**
- **(b) binds the municipality in the exercise of its executive authority, except to the extent of any inconsistency between a municipality's integrated development plan and national or provincial legislation, in which case such legislation prevails; and**
- **(c) binds all other persons to the extent that those parts of the integrated development plan that impose duties or affect the rights of those persons have been passed as a by-law”.**

Section 36 furthermore stipulates that –

- **“A municipality must give effect to its integrated development plan and conduct its affairs in a manner, which is consistent with its integrated development plan”.**

Over and above the legislative context as highlighted, there are National, Provincial and District wide guiding policies and frameworks that exist, which the municipality needs to bear cognisance of. The guiding policies and frameworks of each sphere of government are invariably interlinked in their objective to attain sustainable development, the primary components of which are highlighted below.

• **National Policy Directive – Medium Term Strategic Framework (MTSF) :**

In July 2009 the Minister of Planning formulated and distributed a Medium Term Strategic Framework (MTSF) to guide Government Programs in the Electoral Mandate Period between 2009 and 2014.

The MTSF is intent on guiding planning and resource allocation across all the spheres of government through the identification of ten (10) National Strategic Medium Term Priorities. National, Provincial and Local spheres of government are expected to adapt their planning in line with the Strategic Priorities. As such the municipality has, as part of the review process, adapted its IDP so as to reflect the national directive as applicable to the municipality. The detailed outcomes of such are contained within Chapter 2 of this document.

• **Outcome 9:**

Outcome 9 of the 12 Performance Outcomes as unveiled by the Ministry of Monitoring and Evaluation in February 2010.

Of the 12 Outcomes, Outcome 9 holds relevance to Local Municipalities as a mechanism to formalize 'A Responsive, accountable, effective and efficient local government system'.

In order to achieve this goal, Outcome 9 identifies 7 Critical Outputs:

- *Output 1:* Implement a differentiated approach to municipal financing, planning and support;
- *Output 2:* Improving Access to Basic Services;
- *Output 3:* Implementation of the Community Work Program;
- *Output 4:* Actions supportive of the human settlement outcomes;
- *Output 5:* Deepen democracy through a refined Ward Committee model;
- *Output 6:* Administrative and financial capability;

- *Output 7: Single Window Coordination.*

• **National Policy Directive – The National Spatial Development Perspective (NSDP):**

The NSDP, as developed by the Office of the Presidency, is an indicative tool for development planning in government. Furthermore, the spatial guidelines as contained within the NSDP are increasingly being recognised as tools to:

- Coordinate government action and alignment.
- Maximise overall social and economic impact of government development spending.
- Provide a rigorous base for interpreting strategic direction.

Assumptions contained within the NSDP which ultimately inform the NSDP principles include:

- Location is critical for the poor to exploit opportunities for growth.
- Poor communities concentrated around economic centres have a greater opportunity to gain from economic growth.
- Areas with demonstrated economic potential provide for greater protection due to greater diversity of income sources.
- Areas with demonstrated economic potential are most favourable for overcoming poverty.
- The poor are making rational choices about relocating to areas of opportunity.
- Government needs to ensure that the poor are able to benefit fully from growth and employment in these areas.

Although government is committed to economic growth, employment creation, sustainable service delivery, poverty alleviation and the eradication of historic inequities, infrastructure investment and development spending must be applied in the most cost effective and sustainable manner. In terms of cost effectiveness and sustainability, along with the assumptions as listed above, the NSDP advocates that the varying spheres of government apply the below mentioned principles when making decisions on infrastructure investment and development spending.

- Economic growth is a prerequisite for the achievement of other policy objectives, key among which would be poverty alleviation.
- Government spending on fixed investment, beyond the constitutional obligation to provide basic services to all citizens (such as water, electricity as well as health and educational facilities), should therefore be focused on localities of economic growth and / or economic potential in order to attract Private-sector investment, stimulate sustainable economic activities and / or create long-term employment opportunities.
- Efforts to address past and current social inequalities should focus on people not places. In localities where there are both high levels of poverty and development potential, these could include fixed capital investment beyond basic services to exploit the potential of those localities. In localities with low development potential, government spending, beyond basic services, should focus on providing social transfers, human resource development and labour market intelligence. This will enable people to become more mobile and migrate, if they choose to, to localities that are more likely to provide sustainable employment or other economic opportunities.
- In order to overcome the spatial distortions of apartheid, future settlement and economic development opportunities should be channelled into activity corridors and nodes that are adjacent to or link the main growth centres.

As such, Mier Municipality embarked on the IDP Review Phase in September 2011, which addressed the following:

- Comments received from the various role-players in the IDP process including the comments from the MEC.
- Areas which required additional attention in terms of legislative requirements;
- Areas identified through self-assessment;
- The preparation of Integrated Programmes as far as possible;
- The development of the Financial Plan, Institutional Plan as well as the updating and amending of the projects.

Taking into consideration all the efforts that went into the process in the past, as well as in this IDP Review Process, it is important to note that this document is a definite improvement on the ones before, yet not ideal.

In order to draft this document for the next five years 2012/13 – 2017/18, all previous efforts were taken into consideration, but this time with specific drive from the Mier Municipality IDP Manager and Steering Committee. It is therefore a pleasure to present this document.

This document sets out Mier Municipality's rolling five-year Integrated Development Plan containing key municipal plans, sector plans and priorities for the current political term of office. The IDP is not a stand-alone document and has to be read with a host of other key documentation which contains more detail on plans and actions.

Central to the execution of the IDP is the need for economic growth and job creation which impacts on each and every choice and decision that the municipality make. The need for marketing the region and attracting international and regional investment are also key elements in financing the execution of Mier Municipality's Development Plan. The plan will be further refined through a prioritization process within available budget parameters and alternative service delivery mechanisms to reflect an affordable, bankable, implementation plan. The IDP also strives for alignment initiated through the Intergovernmental process involving Provincial and National Government.

Key Priority Issues as well as national and provincial strategic issues as encapsulated in various national and provincial plans are formed and aligned with the following National Key Performance Areas

KPA 1: Basic Service Delivery

KPA 2: Municipal Institutional Development and Transformation

KPA 3: Local Economic Development

KPA 4: Municipal Financial Viability and Management

KPA 5: Good Governance and Public Participation

KPA 6: Spatial Development Planning

A . VISION

The Vision which set direction for the municipality to enable itself to set direction are **“The establishment of an effective administration, for the delivering of sustainable and affordable services in order to improve the living standards of the residents of Mier Municipality.”**

Herein the municipality acknowledge that in order to deliver affordable and sustainable services there's a desired need for an effective administration to improve the standard of living of its inhabitants – therefore this mission must reflect in its operation at all levels.

B. DEMOGRAPHIC PROFILE

According to Statistics SA Census 2011 information, the population density of the Mier Municipal Area is very low. It is evident that Mier Municipality has the lowest population in the Northern Cape. Already in 1996 it was found that there were only 6 272 residents, of which half has never before left the area. This figure has slightly increased since 1996 to 6844 in 2001.

A concern to the Municipality is the small amount of people who attend tertiary institutions. A further concern to the Municipality is the small amount of people actually completing their school career. Unemployment and a poor academic profile are the two largest losses / problems of the municipal area's population.

In relation to the total labour force indicated by census statistics, 33% are unemployed. Unemployment affects the ability of the Municipality to render quality services, due to the lack of payment for services by the Community. Another concern to the Municipality is the number of people employed in elementary occupations.

According to census data (2011), more than 90% of the population receive a monthly income of less than R1200. This has again an effect on the poor payment of

Municipal services. An important tendency is the high dependency of households on government grants.

C. POWERS AND FUNCTIONS OF THE MUNICIPALITY

Mier Municipality, in terms of the Water Services Act as the Water Services Authority (WSA), are also responsible for the Water Services Provider function for its area of jurisdiction.

The following is a list of Mier Municipality's recommended Powers & Functions:

Powers and Functions	Provide service	Specify
Air pollution	No	Not adequate staff or budget to perform the function
Building regulations	No	District is currently responsible for this function
Child care facilities	No	Not adequate staff or budget to perform the function
Electricity reticulation	No	ESKOM is rendering the service
Fire fighting	No	Not adequate staff or budget to perform the function
Local Tourism	Yes	Staff & budget allocated to render this service
Municipal Airport	No	No airport in the Municipal Area
Municipal Planning	Yes	Mier Municipality render this service in collaboration with the District Municipality
Municipal Health Service	No	Service rendered by Department of Health
Municipal Public Transport	Yes	Mier Municipality render this service in collaboration with the District Municipality
Pontoons and Ferries	No	No need for the service
Storm Water	Yes	Limited staff & budget to render the service

Trading regulations	No	Not adequate staff or budget to perform the function
Water (Potable)	Yes	Limited staff & budget to render the service
Sanitation	Yes	Limited staff & budget to render the service
Beaches and Amusement facilities	Yes	Limited staff & budget to render the service (recreation facilities)
Billboards and the display of advertisements in public places	Yes	Limited staff & budget to render the service
Cemeteries, funeral parlours and crematoria	Yes	Limited staff & budget to render the service
Cleansing	Yes	Limited staff & budget to render the service
Control of public nuisance	No	Not adequate staff or budget to perform the function
Control of undertakings that sell liquor to the public	No	Provincial Government render the service
Facilities for the accommodation, care and burial of animals	No	Not adequate staff or budget to perform the function
Fencing and fences	Yes	Limited staff & budget to render the service
Licensing of dogs	No	Not adequate staff or budget to perform the function
Licensing and control of undertakings that sell food to the public	No	District currently render the service
Local amenities	No	Not adequate staff or budget to perform the function
Local sport facilities	Yes	Limited staff & budget to render the service

Markets	Yes	Not adequate staff or budget to perform the function
Municipal abattoirs	Yes	Limited staff & budget to render the service
Municipal parks and recreation	Yes	Limited staff & budget to render the service
Municipal roads	No	Not adequate staff or budget to perform the function
Noise pollution	No	Not adequate staff or budget to perform the function
Pounds	No	Not adequate staff or budget to perform the function
Public places	No	Not adequate staff or budget to perform the function
Refuse removal, refuse dumps and solid waste disposal	Yes	Limited staff & budget to render the service
Street trading	No	Not adequate staff or budget to perform the function
Street lighting	Yes	Limited staff & budget to render the service
Traffic and parking	No	No need for the service

Mier Municipality in reviewing its Integrated Development Plan and in the process of extending and improving service delivery to include the provision of services to:

- Erin (!Khomai San);
- Noenieput;
- Vetrivier;
- Drieboom; and
- Schepkolk

According to Section 77 of the Municipal systems Act, Act 32 of 2000, the municipality must review and decide on the appropriate mechanism to provide a municipal service in the municipal area, or a part of the municipality, in the case of a municipal service provided through an internal mechanism, when:

- an existing municipal service is to be significantly upgraded, extended or improved;
- a performance evaluation in terms of Chapter 6 (dealing with performance management) requires a review of the mechanism; or
- the municipality is restructured or reorganized in terms of the Municipal Structures Act.

CHALLENGES

Mier Municipality face the following challenges that should be taken into account :

- **Backlogs and extension of services to include:**

- Erin (//Khomani San);
- Schepkolk;
- Vetrivier;
- Drieboom; and
- Noenieput.

Distances between towns (settlements):

The distance between Rietfontein (the Capital) and the other towns (settlements) hamper service delivery. Under ground water is the only water source. In the case of problems with the boreholes or pumps a vehicle and workers are dispatched from Rietfontein to the area where the problem exists. This vehicle is not always available for these purposes. The distances are as follows:

- | | | |
|------------------|---|--------|
| ➤ Philandersbron | - | 10 km |
| ➤ Loubos | - | 10 km |
| ➤ Klein Mier | - | 30 km |
| ➤ Groot Mier | - | 35 km |
| ➤ Welkom | - | 150 km |
| ➤ Askham | - | 90 km |

➤ Noenieput	-	120 km
➤ Swartkopsdam	-	150 km
➤ Schepkolk	-	12 km
➤ Vetrivier	-	10 km
➤ Drieboom	-	6 km
➤ Erin (//Khomani San)	-	100 km

Mier Municipality's 2013/14 IDP

D. PROCESS FOLLOWED TO DEVELOP IDP

During the composition and the annual review of the Integrated Developing Plan specific roles and responsibilities were drawn up for all parties involved in the process. According to the above-mentioned, decisions were made on the following roles and responsibilities.

The Council

- Consider and accept the planning of the process
- Consider, accept and approval of IDP
- Motivate their identified Communities within their towns to participate.
- Must be part of the IDP meetings in their area.

The Municipal Manager / IDP Manager

- Is responsible and accountable for the IDP process.
- To nominate persons for different roles in the IDP process.
- Preparing of the IDP
- Make sure that all role-players are involved
- Co-ordinate the participation of the community
- React on inputs from the public
- Ensure thorough documentation of the process.
- Amend the IDP on request from the MEC
- Annually review the IDP

Heads of Department and officials involved in the IDP Steering Committee

- Make use of some technical analysis
- Looking for priorities
- Rely on information for the budget
- Is instrumental with the compilation of the IDP
- Give guidance and advice to the Municipal Manager and IDP Manager.
- Specify terms for the planning
- Do intensive research

The IDP Representative Forum

- Set up a platform for inputs from the community
- Establish a platform for discussions, negotiation and decision-making between interested groups.
- Ensure communication between IDP Representative Forum and the inhabitants of their municipal borders

2. PROCESS OVERVIEW: STEPS AND EVENTS

PREPARATION FOR THE PROCESS

Preparation in Mier involved the production of an IDP Process Plan, containing the following:

- Institutional Structures established for Management of the process;
- Approach to & structures for Public Participation;
- Time schedule for the Planning Process;
- Roles and Responsibilities;
- Monitoring of the Process.

Phase 1: Analysis

This Phase dealt with the existing situation and focused on the type of problems faced by people in Mier Municipality. The problems identified were weighed according to their urgency and/or importance to come up with those to be addressed first, i.e. priority issues. This Phase also dealt with identification of existing economic potential in areas and specific communities. The Municipality had to further familiarize itself with existing and accessible resources and limitations in order to decide on realistic solutions.

The outputs of this Phase were:

- Public Participation Process;
- Assessment of existing level of Development;
- Priority Issues;
- Information on causes of Priority Issues;

- Information on available Resources.

Phase 2: Strategies

This Phase focused on formulating solutions to address the problems identified. It also focused on aligning Municipal Strategies to Provincial and National Guidelines and Strategies as indicated in the Provincial Growth and Development Strategy (PGDS) and National Planning Documents.

This Phase included the review of:

- The Vision – a statement indicating the ideal situation Mier Municipality would like to achieve in the long term;
- Development Objectives – statements of what Mier Municipality would like to achieve in the medium term in order to address the issues and also contribute to the realization of the Vision. Objectives bridge the gap between the current reality and the Vision.
- Development Strategies – provide answers to the question of how Mier Municipality will reach its Objectives. They are strategic decisions about the most appropriate ways and means to achieve the objectives

Phase 3: Projects

This Phase is about the identification and design of projects linked to strategies, for implementation.

The outputs of this Phase include:

- Performance Indicators;
- Project Outputs, Targets and Location;
- Project related Activities and Time Schedules;
- Cost and Budget Estimates.

Phase 4: Integration

In this Phase , Mier Municipality made sure that projects are in line with the Municipality's Objectives and Strategies, as well as with the resource framework and comply with legal requirements. This was further an opportunity for the Municipality

to harmonise the projects in terms of contents, location and timing in order to arrive at consolidated and integrated programmes, e.g. LED strategy.

The achievement of this Phase is an Operational Strategy which includes:

- Financial Plan;
- Integrated Sectoral Programmes;
- Consolidated Monitoring/Performance Management System;
- Institutional Plan;

Phase 5: Approval

Once the IDP was completed, the Municipality gave an opportunity to the public to comment on the Draft Document. Furthermore it was submitted to Council for consideration and approval. Only after the IDP was amended according to input from the Public, Council will consider it for approval.

Under the new constitution, Mier Municipality has been awarded major development responsibilities to ensure that the quality of life for its citizens is improved. The new role for Local Government includes provision of Basic Services, Creation of Jobs, Promoting Democracy and Accountability and Eradication of Poverty. Preparing and having the IDP therefore enables Mier Municipality to be able to manage the process of fulfilling its development responsibilities.

Through the IDP, the Municipality is informed about the problems affecting the Mier Municipal Area and, being guided by information on available resources, is able to develop and implement appropriate Strategies and Projects to address the problems.

Any planning guidelines have to keep in mind that planning is not an end in itself, but a tool to arrive at more appropriate effective delivery of services to the people.

Keeping a close and transparent link between Planning, Improved Public Management and Delivery is, therefore, the most important guiding principle for the Guidelines.

E. STATUS QUO ASSESSMENT

The Mier Municipal area consists of 4 wards . these wards are consisting of the following towns

- Ward 1
- Ward 2
- Ward 3
- Ward 4
- towns and the Khomani San community within its jurisdiction.

Mier Municipal Area is situated between 20° and 21° EL and between 26° and 27° 3B. Rietfontein, the main town, is situated approximately 280 km northwest from Upington. Mier Municipal area borders with Namibia in the west, the Kgalagadi-Transfrontier Park in the north and Botswana in the northeast. Mier Municipality forms part of the Siyanda District Municipality.



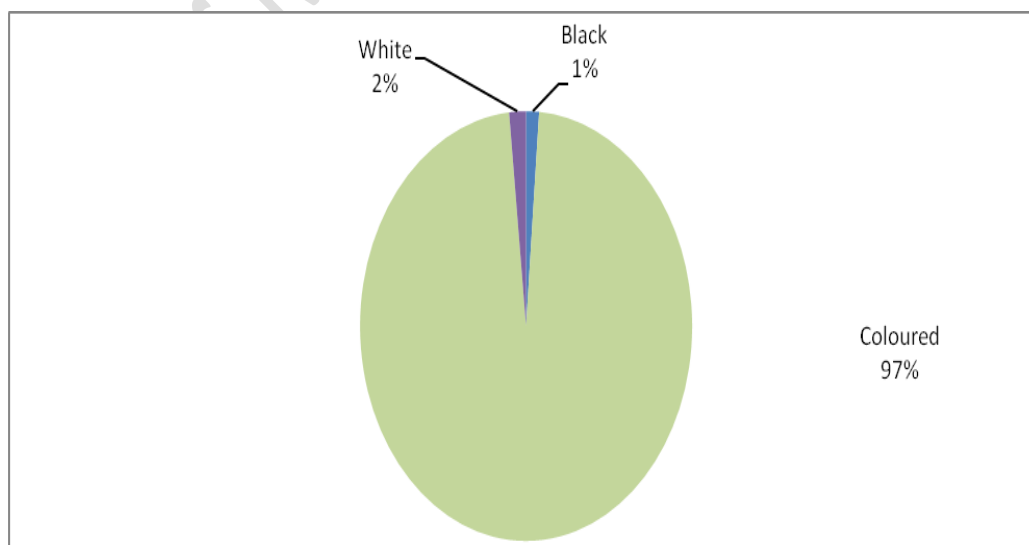
LOCATION

Rietfontein is the main town where the Municipal offices are also located. The seven other towns that together form Mier Municipal Area are: Loubos, Philandersbron, Klein Mier, Groot Mier, Welkom, Askham and Noenieput. Most of the farmers in Mier stay in the mentioned towns from where they operate their farming industries. Mier Municipality are located far from the economic activities.

The !Khomani-San Community is an inherent part of the Mier Municipal Area. Although part of the community stays in the other towns in Mier, a large part of the community is still mainly spread in the Siyanda District Management Area. Six farms were reserved for the settlement of this community in Mier.

The Mier Municipality's population estimate is approximately 7,500 (Stats SA, 2007) people, implying a very low population density. The male/female ratio is equally divided.

Given the total population estimates, the figure below reflects the ethnic composition of this area. The majority of residents, 97%, within the Mier area are coloureds. The population was estimated to be 6,400 in 2001 (Stats SA, 2001). Therefore, the population growth over the past 6 years is calculated at 12%, which could roughly be referred to as a population growth rate of less than 2% p.a.



Mier Municipality Population composition

SPATIAL ANALYSIS / CONSIDERATIONS

Formerly a rural area held in Trust by the Minister of Agriculture and Land Affairs, under the Rural Areas Act (1987), Mier Municipality went through a transitional process between 1998 to 2000. The area is situated between 20° and 21° EL and between 26° and 27° SB. The area borders with Namibia in the west, Kgalagadi Transfrontier Park in the north and Botswana in the east. It falls within the Siyanda District Municipality.

Currently Mier (bigger than the Free State Province) remains a rural area, consisting of eight small towns (settlements) namely:

- Rietfontein (head office) – where township establishment took place.
- Philandersbron, Loubos, Klein Mier and Welkom where township establishment took place. In Loubos and Klein Mier there are still a lot of open spaces which should be filled in order to integrate communities properly as well as to make service provision easier. The same is applicable to Groot Mier.
- Askham where township establishment took place, but a need for integrated planning exists.
- No township establishment took place in Noenieput or at settlements for the !Khomani San and a need for especially residential sites with services, exists.

The Mier area consists of large portions of rural farms and can further be identified in 5 segments:

- Commercial agricultural farms (land uses mostly restricted to agriculture)
- Game farms (land uses mostly restricted to agriculture and tourism)
- Formal residential towns
- Informal residential settlements
- Remaining extend which is used for the grazing of small farmers

SOCIAL ANALYSIS: POVERTY SITUATION AND GENDER-SPECIFIC ISSUES

The residents of Mier live in less favourable conditions. The income distribution is distorted to the disadvantage of the less economically secured people, who also represents the majority group in the Municipal Area.

As indicated before the Municipality is concerned about the small amount of people who attend tertiary institutions. This has a direct effect on the capacity of the Municipality and its Community. The Municipality is also concerned about the small amount of people actually completing their school career. This has a direct effect on unemployment and occupation levels. Unemployment and a poor academic profile are the two largest losses / problems of the municipal area's population.

In relation to the total labour force indicated by census statistics, 33% are unemployed. Unemployment affects the ability of the Municipality to render quality services, due to the lack of payment for services by the Community. Another concern to the Municipality is the number of people employed in elementary occupations, again reflecting on the lack of skills development and capacity within the Municipality.

According to census data (2001), more than 90% of the population receive a monthly income of less than R800. This has again an effect on the poor payment of Municipal services. An important tendency is the high dependency of households on pension fees. In the Mier area 413 households who depend mostly or completely on pension fees for income, were identified by Stabilis Consultants in 2001/2.

A concern is further the increase in the number of people suffering with disabilities and the facilities available to make services more accessible to them, as well as opportunities created for them to be employed or capacitated.

Major social factors are:

- Poverty and Unemployment which leads to the inability and unwillingness to pay for services
- Drug and alcohol abuse
- Teenage Pregnancy
- Illiteracy and lack of skills development

AGRICULTURAL SECTOR

The Mier Area is predominantly extensive stock and game farming area. Currently sheep farming is probably the most important farming activity. Other farming activities such as cattle, donkeys, mules, goats and game are currently secondary in the area.

Sheep as the most important farming activity is marketed either locally at auctions in Loubos and Askham, or per road transported to auctions in Upington, or for slaughtering in Upington and Groblershoop.

Game is mainly marketed seasonally as “biltong”-hunting for hunters from outside of the area. The current game farming forms an important source of income, for the Mier Council, through council owned game farms. Two of the farms owned by the !Khomani San Association already have established game and could also be utilised as a game farm.

At Loubos and Philandersbron irrigated land is available, which were used in earlier years during good rainy seasons. Two conserving dams were built for this purpose, as well as a canal system which is currently in a poor condition. Products from the irrigated land were mainly used for own consumption.

The potential of the area and its people; the average income of farmers in Mier is below the average in comparison to the average of South Africa. The current income of the farming community could improve visibly, if the typical problems in the area could be addressed.

It is important to note that there is a definite shift amongst commercial farmers on the Botswana border to change from stock farming to game farming, due to the change in weather conditions and the poor access to water for the stock.

TOURISM SECTOR

Mier is any hunter's dream. The Mier municipality owns 30 000ha of game farms. These and other, privately owned game farms offer hunting opportunities and provide facilities for biltong making. Mier offers room to play for 4x4 enthusiasts. A 4x4 route stretches from Rietfontein to Pulai, while the red sands of the Mier town common are tempting.

Mier is further situated adjacent to one of the world's largest conservation areas, the Kgalagadi Transfrontier Park. The people of the Kalahari, renowned for their hospitality, love spoiling guests with traditional cuisine like roosterkoek, juicy Kalahari lamb dishes, melktert and, in season, the sought after n'abba or Kalahari truffle.

CULTURAL TOURISM

!Khomani San

One of the world's ancient tribes, the !Khomani San, own farms in the Mier area. Members of the !Khomani San produce and sell authentic San weapons like bow and arrow and curios like beads made out of the shell of ostrich eggs or bags made out of animal skins.

The San were the first people who lived in Southern Africa thousands of years ago. Archeological research shows that 25 000 years ago they were hunter gatherers that practices rock art, ostrich egg shell beads, stone tools and bow and arrows. Today some of them still practice it for an income.

The San also practice tracking, telling old stories and traditional hunting on one of their farms that they won in a land claim in 1999. There is also a bush camp where one can sleep the night in the company of a tracker and guide and experience different activities.

The farms also have two heritage sites on that date back to the era before the Witdraai Police station was established. The grottos are a place where people were kept before jails were built. The tree where Skapie was shot dating back to the

Nama German war in 1904 – 1908 can be visited in the company of a guide that tells the whole story. Skapie came to warn the San that the Germans were coming.

The San and the Basters met each other around 1860 in the Rietfontein area where the first Basters saw a haze of mist and traveled there to find a group of San, but the next day they were gone.

The beauty of nature and almost untouched environment is an important characteristic of the Mier area. The cultural inheritance of the inhabitants as an indigenous people group provides ample potential, especially in the eco-tourism industry. Therefore, the biggest asset of Mier is the rich culture and history of its people.

Various species of raptors nest in the majestic gray camel thorn tree. The white backed vulture is the most impressive of these. At Rietfontein, situated 3km from the Namibian border, diamonds were mined years ago. The fountain also boasts rich bird life.

Kgalagadi Transfrontier Park

The Park was previously known as the Kalahari Gemsbok National Park and was proclaimed in 1931 mainly to protect migratory game, especially the gemsbok. During the late 1990's it was combined with the adjacent Gemsbok National Park in Botswana to form The Kgalagadi Transfrontier Park - one of the first in the world and the first in Southern Africa.

The Kgalagadi comprises an area of over 3,6 million hectares which is one of a very few conservation areas of this magnitude left in the world. Red sand dunes, sparse vegetation and the dry riverbeds of the Nossob and Auob show antelope and predator species off at a premium and provide excellent photographic opportunities. Kgalagadi could be considered a haven for birders especially when interested in birds of prey.

!Xaus Lodge

!Xaus Lodge, is a 24 bed thatched luxury lodge and has been crafted to blend into the landscape of this remote wilderness area. Situated on the red dunes of the

Kalahari it overlooks an enormous salt pan. The name of the lodge, !Xaus, meaning "Heart" in the Nama language and phonetically pronounced Kaus, derives from the shape that lies in the pan below the lodge. Of greater significance however is the spirit of reconciliation encapsulated by the name !Xaus. The lodge and its specific location is the positive outcome of a land settlement agreement reached between the South African Government and South African National Parks with the !Khomani San and Mier communities to whom the land originally belonged before its incorporation in 1931 into the then Kalahari Gemsbok National Park. The Lodge opened in July 2007 as part of the Kgalagadi Park, is owned by the !Khomani San and Mier communities, and is the first fully catered luxury lodge to be located in the Park.

This landmark agreement has allowed traditional communities to regain their dignity and ownership of the land of their ancestors. Their desire to ensure responsible tourism to this ancestral land has led them to enter into an innovative partnership with South African National Parks, who have retained responsibility for the management of its environmental integrity and with Transfrontier Parks Destinations, who have been appointed as the tourism managers of the lodge and its activities. The !Khomani San and Mier, in their traditional spirit of community sharing, are now again able to welcome visitors to their own land and to share with them the magic aura of the Kgalagadi Transfrontier Park.

Dubbed "A place to experience and not merely observe", !Xaus Lodge offers visitors an opportunity to experience the scenic unspoilt splendour and the remoteness of the vast and arid Kalahari wilderness; to be drawn into the fascinating rituals, traditions and historical cultures of the Bushmen, the remarkable "first people" of southern Africa; and at the same time enjoy the comforts of a luxury lodge that captures the essence of the Kalahari.

Although the Tourism Sector in Mier Municipality has the natural resources to play a significant role in order to fulfil in the economy of the area, the sector is still not fully developed to its ultimate potential.

MINING SECTOR

Due to the deep sand covering, little was before known about the possible mineral riches of the area. The most information was received through boreholes, mainly aimed at water provision. Recently DBSA, however, did a feasibility study on the potential of mining, and specifically diamond mining, in the Rietfontein area. The study indicated that several minerals can be found in the area, with different potential levels for mining. Diamonds were already recovered from the Kimberlite-pipe, almost 1 km east of Rietfontein. The Study further indicated that the pipe and subsequent mine development holds major economic potential for the area with a lifespan of more than 20years before rehabilitation need to start.

The appearance of quartz at Hakskeenspan and uranium at Koppieskraal, was previously tested as uneconomical for mining purposes. Possibilities for coal and turbanite exist in the Kgalagadi Transfrontier Park, while limestone also appears in some places. With the information available, it seems hence that only the diamonds and diatom has possible economic potential.

Another potential which has not yet been investigated is the economic spin-offs from current as well as future salt mining on the salt pans in the Municipal Area.

BUSINESS SECTOR

Any attempt to reposition Mier Municipal Area in the national spatial economy presents a major challenge. The area lacks a local market large enough to generate critical mass, making it difficult to compete against other centers such as Upington, Kimberley and Bloemfontein etc. One possibility is to seek to reconfigure the national transportation network so that traffic flows through the area:

- This could be either or both north-south traffic (i.e. from Upington to Namibia) and east-west traffic (between Namibia to Botswana or Upington to Botswana). This would be extremely ambitious and is beyond the power of local stakeholders to effect. In the absence of such a repositioning of the local economy in this way, the long-term prognosis for the area will remain bleak.

- If the benefits to the area and the national economy set off the costs of such a reconfiguration, the efforts would be worthwhile.

The most effective course of action would be to up-skill residents so that they can participate more fully in the economy in other parts of the country and facilitate their finding homes/work in other areas.

ENVIRONMENTAL ANALYSIS

The Mier area falls within a rain shadow. The average rainfall is 120mm /a. Conditions are typical of a semi-desert. The average rainfall is approximately 222mm with a 24 hour maximum of 61 mm (Twee Rivieren, Kgalagadi Transfrontier Park) . The area is located in a summer rainfall region of South Africa and approximately 70 percent of the average rainfall occurs during the period October to April each year. Summer is very hot with maximum temperatures of up to 40°C (average 25°C) and winters are cool to cold with average temperatures of 10°C, although it could drop to below 0°C coupled with typical frost.

The predominantly wind direction is north-south with very variation in direction.

The area forms part of the Kalahari dale, characterised by high linear dunes. The area is drained by three episodic streams, i.e. Nossob River, Auob River and Molopo River. These are mainly dry streams which are transformed into strong streams during very wet years. The sand drains any rain / moisture very quickly, and therefore the ground surface remains dry. Underground water flow appears. The wavy sand area changes between 600 – 1000 m above sea level.

The natural vegetation is characterised by thin-scattered acacia trees and grassy fields. The latter consists mainly of red, Bushmen and white tufts of grass. Overgrazing and dry conditions allows easy entrance for intruders such as the “haak-en steek” bushes.

The Mier Area falls within the Kalahari biome, which is the most southern variant of an ongoing sandbank which stretches over 9 states. The Kalahari stretches to the north from the Orange River and covers $\pm 20\%$ of the total system.

The landscape is one of the simplest in the world and consists mainly out of calciferous plains and loose sand covered areas, called the “duineveld”. Non-sustainable pans and rivers also appear. The calciferous plains are mostly covered with grass while big trees and bushes appear to a lesser degree. The dune area is mostly covered with grass which also appears in the “dune states”. After long rains grass also appears against the dunes. The composition of the San is complex and a ruling factor in the vegetation system. Red data species also appear.

Mier area is characterised as a semi-desert area with sand and dunes, but harder field also appears in some parts. The vegetation in the area consists mainly of grass field and native bushes and trees. The Camel Tree, “Witgat” and “Vaalkameel” is some of the trees most characterised with the area. Foreign trees like the well-known Prosopis (Southwest thorn) was planted mainly as stock feeding (shells), but currently it is being eradicated for obvious reasons, by the “Work for Water” program.

The Mier Area is very vulnerable to environmental damage, due to low rainfall and topography. The main economic activity, i.e agriculture, leans strongly on the environment and subsequently poor management practices could damage the environment. Parts of Mier Area, especially where over-grazing took place, were occupied by intruder plants which affect the agricultural sector negatively.

The Department of Agriculture in collaboration with Mier Municipality did intensive research regarding the resettlement of natural vegetation and the eradication of intruder plants. The “Land Care” programme as well as the “Work for Water” programme which were implemented in the area, was a direct result of the research. Huge progress regarding the repairing of vegetation was specifically made on the game farms in Mier Area. The programme has a positive influence on the environment which is a very important natural resource for the Mier community. Lots of attention should go to the extension of the programme to the rest of the area. For the sustainable utilisation of the area, management practices should also receive attention.

The following issues under environmental management need urgent attention in Mier Municipal Area:

- Development and monitoring of refuse dumps
- Prevention of environmental pollution at kraals and enclosures for livestock grazing.
- Organisation of the "Clean Town" campaign.
- Monitoring of water quality.
- Monitoring of foodstuffs to prevent food related diseases.
- Carrying out of inspections to promote the quality of standards of living amenities on farms.
- Providing information for the safe handling of hazardous / poisonous waste.
- Usage of the Pans is not controlled or monitored and currently some motor companies test their cars on the pans and tourism activities also take place without proper control.

SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> ➤ Natural resources ➤ Rich culture / friendly and hospitable people ➤ Tarred road from Upington to Kgalagadi Park and to Rietfontein ➤ Locality - on the borders of Botswana and Namibia ➤ 	<ul style="list-style-type: none"> ➤ Lack of or poor access to Roads, infrastructure, Media ➤ Lack of proper implementation of the Communication Strategy – internal conflicts between the different departments and towns ➤ Lack of resources and funding for development ➤ Lack of skills development ➤ Recruitment and retainment of personnel ➤ Poor payment rate and income revenue – Municipality too dependant on Grants ➤ Lack of sufficient technically skilled personnel ➤ Lack of sufficient office space and equipment to accommodate all employees ➤ Lack of providing basic services on private land / commercial farms ➤ Maintenance and reaction time on complaints ➤ Housing backlog

OPPORTUNITIES	THREATS / CONSTRAINTS
<ul style="list-style-type: none"> ➤ Mining and other possible developments ➤ Location (Namibian and Botswana borders) ➤ Growing Tourism sector ➤ Existing infrastructure, i.e. tarred road to Rietfontein ➤ Youth i.e. economically, socially ➤ Agriculture, i.e. Game farming ➤ Churches and social organizations ➤ Informal business ➤ Media Access ➤ Relationship with DBSA, Kgalagadi Transfrontier Park etc. ➤ Launching of Land Speed Record (bloodhound) ➤ Desert Speedweek 	<ul style="list-style-type: none"> ➤ Media access ➤ Funding from external sources ➤ Environmental degradation ➤ Retention of skills - People with skills migrate to other places outside of Mier ➤ Lack of exposure and knowledge of opportunities ➤ Social Issues in communities, i.e. unemployment, Drug and alcohol abuse, crime, HIV/AIDS etc. ➤ Constraints that directly impacts on the growth of the agricultural sector, i.e. poor road infrastructure ➤ Upington attract economic activities and developers hesitate to develop in surrounding areas ➤ Low population density. ➤ Low levels of skills development

F. SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

The Municipality must consider the following principles in terms of legislation when providing services to communities:

Accessibility of services

- Municipal services should be accessible to all inhabitants of the municipal area, at least a minimal level of services to all.

Affordability

- Accessibility is directly linked to the affordability of municipal services. Municipalities must therefore ensure that, in the determination of tariffs, a balance being stroked between economic viability of services and the ability of the poorest of the poor to have access to services through the determination of appropriate levels of services and the cross subsidizing in and between services.

Quality

- Municipalities must ensure the promotion of the following service quality characteristics: applicability; timeliness; security, sustainable and responsiveness to the needs of the communities.

Responsibility

- The municipal council remains responsible for the quality, affordability and accessibility of services, irrespective of the service delivery mechanism chosen.

Integrated development of services

- Municipalities must ensure that an integrated approach is followed when planning and ensuring the delivery of a municipal service.

Sustainability of services

- Sustainable services are dependent on financial and institutional systems that support sustainability.

Value for money

- The principle that should be followed should ensure that public resources are utilized to ensure universal accessibility, affordability and sustainability of services.

Promote Democracy

- Municipal administration should **promote democratic values and principles as enshrined in the Constitution.**

Water and Sanitation

The priority issue for the next 5 years will be that of the water and sanitation provision as far as it relates to the function depicted in schedule 5A and B of the constitution, implementation of the MIG grant, and provision of basic services in the municipal area.

The development goal under this issue will focus on

- Bulk Water Supply and extension to Welkom and Klein and Groot Mier
- Provision of water and sanitation to schools (Klein Mier / Groot Mier)
- Feasibility Study : Augmentation of Water Supply and Storage
- The provision of water service connections in all towns (new developments)
- The development of water demand and conservation plan (water quality management)
- The development of water services plan
- Provision of free basic services to indigents (HH)

Mier Municipality only uses underground water and rainfall and drought influence the underground water levels and quality of the water. Water is pumped from boreholes to reservoirs or pressure towers and from there it's distributed to the towns. Water networks have been installed since 1996. Residents are mostly serviced with metered water on site.

	Piped water inside the dwelling	Piped water inside the yard	Piped water, outside the yard	Borehole	Spring
Households	34%	50%	8%	5%	0%

	Dam/pool	River/stream	Water vendor	Rain water tank	Other
	0%	0%	0%	0%	2%

With regard to water provision the percentage of households having access to pipe water inside their dwellings have also increased from 24.8% to 33.8% (STATS SA Community Survey). It could be found that one third of households have access to water by pipe inside their own dwelling. Half of Mier's households have access to water within their own yard, with only approximately 10% having access to water at a local water point outside their dwelling's boundary.

This has a direct impact on the decrease in households having access to piped water inside the yard. No properly ordered storm water drainage exists and properties are often flooded in the rainy season.

The Mier area, as part of the larger Kalahari semi-desert, could be classified as a water-poor area. Water provision for agriculture as well as for household purposes, take place through boreholes. The delivery of boreholes to the agricultural industry is mostly not enough and the quality of the borehole water is sometimes poor and unserviceable. The biggest priority in this regard is funding to be secured for the completion and extension of the Kalahari-East Pipeline in order to give access to water to the whole Mier area. Some of the farms do not have any water supply at all and water must be transported on a daily basis to these farms. The quality of the water on the farms is normally of a poor nature and has a negative impact on their extensive stock and game farms margins.

Two bulk supply lines for water were constructed in the 1980's to supply water to the area, but both of the lines were out of reach for the Mier community.

The Kalahari East Supply Scheme is the biggest of the two bulk supply lines and serves 278 farms covering 1 480 624 ha of land . Water is pumped from the Sishen mine at Kathu and pumped into the Vaal Gamagara pipeline from where the Kalahari East Water Supply Scheme withdraws at a rate of 100 liters per second. This

pipeline has some capacity to supply the Mier Municipal area. A feasibility study was conducted in an effort to fund this project.

The Kalahari –West Water Scheme is supplied by //Khara Hais municipality and was completed in 1985. This scheme supplies water to the western part of the Kalahari at a maximum flow rate of 27.7 liter's per second. This water supply line does not have any capacity to supply the Mier Municipal area.

The biggest priority in this regard is funding to be secured for the completion and extension of the Kalahari-East Pipeline in order to give access to water to the whole Mier area.

In large parts of the Mier Municipal Area no water is available. Some farmers, on a daily basis, have to pump water for stock through pipelines or transport it per road and over long distances. The water problem has the following direct negative causes for the agricultural sector:

- The scarcity of underground water causes farms to be economically under-utilised and technically not well planned.
- Farms in Mier Area cannot be economically utilised, and subsequently a roof is placed on the income potential of the total agricultural industry in Mier. Large expenses have to be made for water provision.
- The poor quality of boreholes has a cost and income influence on stock farming since the chemical composition of the water has a detrimental effect on the production of stock.
- Technical planning of farms cannot be optimized

Mier should extend its services in the future to include communities of Noenieput, Vetrivier, Drieboom, Schepkolk and !Khomani San community who is currently scattered on the farms Erin, Andriesvale, Scotty's Fort, Witdraai and Uitkoms

Sanitation and Sewerage

The table below indicate that close to 30% of households have a sanitation services that are connected to a sewerage system with close to a quarter of households

having one connected to a septic tank. There are still a relative high percentage of households that have no access to sanitation.

	Flush toilet (connected to sewerage system)	Flush toilet (with septic tank)	Dry toilet facility	Pit toilet with ventilation (VIP)	Pit toilet without ventilation	Chemical toilet	Bucket toilet system	None
Households	26%	22%	12%	17%	9%	0%	0%	15%

The towns do not have sufficient and effective sewerage systems. Sanitation in towns consists mainly of bucket systems, VIP systems and normal pit latrines, while other sites are serviced with flush systems. The municipality completed the eradication the bucket system and replaced it with sanitation systems according to RDP standards. The mentioned survey in 2007 indicates in comparison to 2001 (18.9%), 0% of households are still using the bucket toilet system. A further improvement in sanitation and sewerage provision includes the amount of people with no access to toilets decreasing from 23.4% in 2001 to 14.8% in 2007.

The development under this area will include

- Development of sanitation policy (free basic sanitation)
- Construction of Oxidation Ponds (Askham / Welkom/Klein & Groot Mier/Loubos/Philandersbron)
- Construction of sewerage lines
- Upgrading of VIP toilettes

Refuse Removal

This priority issue will deal with aspects like *cleaning*, *waste management* and *environmental management*. Under this issue there's a need to re – look into the

waste management practices as indicated in the Waste Management Plan, the fleet for the delivery of the service as well as effective staff to execute the service.

The development focus for this priority issue will focus on

- The review and implementation of Waste Management Plan
- Rehabilitation of existing illegal dumpsites
- Establishing of licensed waste sites
- The Upgrading of cemeteries according to priority
- The review of SMME development within this service -
- The review and implementation of Waste Management Plan

The removal of refuse is a service which the Municipality is not yet capable of rendering fully to all Communities. This again is caused by the poor payment of services. Through the development of the Integrated Waste Management Plan on district level, this issue is envisaged to be addressed through concrete strategies.

Electricity

The provision for electricity still remains the responsibility of Eskom. Under this issue the municipality will focus on

- the delivery of bulk reticulation on all Greenfield areas,
- the provision of solar/wind energy as means of electricity for household purposes and
- Extension into infrastructure development, e.g. Street lightening and High mass lightening etc.

This area will also be refined to cater for infrastructure for agricultural purposes

Bulk Electricity services are provided by ESKOM, from Namibia (Nampower) to all the towns in the Mier Area, except for Noenieput. Distribution networks are available, except for Noenieput, and most houses have been electrified since 1996.

According to the Community Survey in 2007 (Stats SA), 75.7% of households uses electricity for lighting, 57.3% for cooking and 34% for heating. In comparison with 2001 Census Data this indicates a major improvement in electricity provision over the last 7 years.

The development focus under this issue will focus on

- Investigating alternative means of electrification (solar and wind power)
- Investigating electricity as means to boost the income of the municipality (selling of electricity by municipality)
- Investigate street lightening against high mass lightening (cost effect)

Roads and Storm Water

The priority issue will focus on lack of safe quality roads infrastructure, including storm water systems contributing to an efficient transport system. Also, the construction and upgrading of new and existing roads (all roads) will form part of this issue. The proclamation of all gravel roads which are not numbered will also forms part of this issue. Storm water also forms part of this issue, keeping in mind that no formal streets with storm water drainage have been developed prior.

Rietfontein is situated on the main route from Namibia to South Africa. The main road from Upington via Rietfontein to Namibia was upgraded from a gravel road in phases, with the last phase completed in 2008. The towns Askham, Groot Mier , Klein Mier and Rietfontein are linked with this road.

The gravel road from Askham to Twee Rivieren and the entrance to the Kgalagadi Transfrontier Park was upgraded to a permanent surfaced road and was completed in 2008. The upgrading of these two roads has a very positive impact on the living conditions of the local community, to service delivery in general and to unlock economic potential of the Mier Municipal area.

The other collector roads in the Mier Municipal area entails gravel roads and are normally in a very poor state. These roads are not proclaimed roads and the maintenace thereof are the sole responsibility of the municipality, it is virtually impossible to maintain these roads.

A bussiness plan was compiled and submitted to the Development Bank of Southern Africa to facilitate funding for the main access collector road from Rietfontein to the

Mier Municipal Game Farms. The game farms are an important existing source of income for the municipality. The game farms are used to generate income for the municipality from game hunting and tourism. This road also serves as an access road to the newly established Xaus Lodge in the Kgalagadi Transfrontier Park and the land that was transferred to the Mier Community and the San by virtue of a land claim.

The development goal under this issue will focus on

- Improve the provision of sufficient and increasing availability of public transport facilities(bus and taxi)
- The compilation of an Integrated Transport Plan
- Construction and maintaining of streets
 - Rietfontein
 - Philandersbron
 - Loubos
 - Klein Mier
 - Groot Mier
 - Welkom
 - Askham
 - Swartkopdam
- Proclamation of all gravel roads which are not registered
- Liaise with road agency/department on maintenance plan for all numbered roads

Public transport in the Mier Municipal area is a scarce commodity and the Mier community spend a considerable amount of their income to travel from the area to Upington, the nearest business centre.

SOCIAL SERVICES

Housing

According to the Community Survey (Stats SA 2007) 81.2% of the population live in formal and 14.1% of the total population lives in informal dwellings. This differs from the figures indicated through Census 2001: i.e. 75.7% formal and 12.9% informal dwellings.

The 2007 survey further indicates that 73.8% of households live in houses which they own and have fully paid off. This is seen in relation to the 0.8% not yet paid off; 8.1% rented and 16.4% occupied rent-free households.

The municipality in collaboration with the Siyanda District Municipality, are currently busy with the roll – out program for the updating review of the National Housing Database.

The District municipality is also assisting the municipality with the compilation of the Housing Sector Plan in order to cater for all housing development and administration issues within a confined manner.

Health Care Services

Type of medical facilities and services available	Town
PHC Clinic - daily	Rietfontein
PHC clinic- daily	Philandersbron
PHC clinic- daily	Klein Mier
Monthly clinic – facility available	Groot Mier
No service	Welkom
PHC clinic- daily	Askham
Served by Askham	Andriesvale
Monthly mobile clinic	Noenieput
Monthly clinic – facility available	Loubos

Tuberculosis and HIV/AIDS are some of the infectious diseases, which are receiving priority attention. The Mier Council for HIV/AIDS operates on a regional basis under the chairmanship of the Mayor of Municipality. Municipal HIV/AIDS committees have been established and function under the chairmanship of the mayor. The HIV/AIDS

policy of the Municipality needs to be aligned so that it could be in line and based on National and Provincial policy.

Primary Health Care (PHC) Services delivers primary and preventative services, although the demand for secondary and rehabilitation services is growing. Due to staff shortages certain specific expert services cannot be optimally delivered. Promotion of a positive lifestyle, especially with regard to HIV/AIDS and sexually transmitted diseases (STD's) becomes imperative in addressing health issue

Education

Sector	Legislators; senior officials and managers	Professionals	Technicians and associate professionals	Clerks	Service workers; shop and market sales workers	Skilled agricultural and fishery workers
Individuals	4%	5%	3%	5%	10%	10%
	Craft and related trades workers	Plant and machine operators and assemblers	Elementary occupations	Occupations unspecified and not elsewhere classified	Institutions	
	13%	4%	28%	7%	12%	

Occupation type and level of skills required

The significance of the education level is that it determines to a large extent the marketability of the labour force i.e. people with some level of education stand a much better chance of securing employment), as well as the level of entrepreneurship. Hence, labour quality or community education level should be considered as a critical success factor with reference to this document.

It could be concluded that the level of formal qualifications amongst community members are very low, with 85% of the community having a qualification of grade 12 and lower.

The table below indicates the location of existing schools in the Municipal Area:

No	Name of school	Location	Students	Teachers	Students / teachers ratio
1	Combined School Rietfontein	Rietfontein	1049	32	32
2	Loubos Primary School	Loubos	112	5	17
3	Philandersbron Primary School	Philandersbron	225	6	30
4	Welkom Primary school	Welkom	137	4	32
5	J.J. Adams Primary School	Askham	413	13	28
6	Klein Mier Primary School	Klein Mier	85	3	42
7	Groot Mier Primary School	Groot Mier	62	3	213

The school at Rietfontein provides education to the children of Rietfontein and secondary education to the children of the surrounding areas from Grade 8 to Grade 12 . It also houses the children from Askham, Welkom, Klein Mier, Groot Mier and Noenieput and their surrounding farms. The children from Philandersbron, Loubos, Drieboom and Vetrivier are transported by bus to attend their secondary education on a daily basis.

Safety and Security

Town	Facility / Service available
Rietfontein	Police Station
Witdraai	Police Station
Noenieput	Police Station
Kgalagadi Park	Border control to serve Welkom

Other safety & crime challenges are:

- Lack of sufficient police vehicles
- Increase in crime, i.e. family abuse and robberies, murder, rape and crimes related to alcohol and drug abuse
- Shortage of staff
- Shortage in Afrikaans speaking officers
- Lack of housing for officers coming from outside the area
- Increase in cross-border theft

PUBLIC PARTICIPATION AND GOOD GOVERNANCE

Strategic Objective:

It will consider aspects like good governance (community participation, ward committees). Communication was identified as critical to the process of good governance and should be prioritized. Under this issue it should be best to look into the drafting and implementing (enforcing) of by-laws. Key to community participation is to promote active community participation in ward committees, government programs and engagement.

Intended outcome:

The outcome under this specific issue will focus on

- Review risk assessment document
- Draft and implement communication strategy
- Promotion of internal and external communication
- Ensure effective publicity, marketing and branding of the municipality
- Ensure and promote active participation of ward committees in enhancing cooperative local governance
- Review and promulgate by-laws
- Provide and maintain effective administrative systems
- Need to strengthen working relationship between councilor, CDW and ward committees
- The involvement of youth in the programs of council
- The issuing of title deeds to persons who can't afford to pay their respective debts
- Proper communication channels on government programs and engagements
- A definite need to handle cases of businesses by foreigners as means of boosting the local economy
- Need to consider the training of ward committees
- Proper Management Plan needed for Game farms in order to generate maximum income

Governance Structure

Internal Audit Unit

The municipality does not have a dedicated internal audit unit due to shortage of skilled staff and personnel. The municipality has signed a SLA with Siyanda District Municipality to assist with internal audit issues, the establishment and strengthening of the committee and also the issues of the oversight committee.

Ward Committee

It is important to again note that due to the small population of the Municipal area, four wards have been demarcated since the 2011 local government elections. Ward councilors were elected and council subsequently decided to establish town forums which would fulfill the same purpose of the ward committees in the bigger municipalities.

These Forums have, however, not received the proper and necessary training, empowering and capacity building necessary to fulfill its tasks and responsibilities. Since good governance was identified as a priority, the Municipality will also urgently need to address the issue of the ward committees and their functioning within the Municipal planning structure.

The Council further need to introduced a system whereby ward committee members in towns are allocated to specific portfolios for service rendering, participation and communication purposes. Community Development Workers are also appointed for each town to assist the municipality in service delivering.

Council Meetings

The council held regular monthly council meetings, and if there is a need for special council meetings, to discuss matters of urgency they also do so.

Supply Chain Committees

Supply Chain committees has, been established with the need for training of these committees. With the recent engagements with Siyanda District Municipality the issue of Supply Chain will aslo be addressed through their Support Services Unit.

Management and Operational Systems

Currently no policies and by-laws are in place to specifically address and improve good governance.

Complaints Management System

No proper Complaints system has been developed; the council only focus on customer satisfactory by virtue of complaints mainly on water and sanitation services. This service will also be dealt with through support from the District Municipality in terms of a fully dedicated service.

Communication Strategy

Taking the above into consideration, it remains a priority for the Municipality to enhance its methods of communication. Hence the identification of the Communication Strategy that needs to be amended and reviewed, as well as work-shopped with the officials and communities in order to start implementation.

Stakeholder Mobilization Strategy / Public Participation Policy

In general the participation process in all the local communities depended a lot on the councilors and the town forums. The councilors had regular meetings in their constituencies reporting on the process and also getting inputs from the Community. All the Representative Forum meetings were open to the general public and people wishing to participate could do so.

Mier Municipality conducted, despite the vastness of its Municipal Area, an intensive public participation process during the first IDP process where, through public meetings in the various areas, Community input was collected. The success of this process and the positive participation from the various Communities can be seen by the large input received.

In order to ensure a fully integrated process for sustainable development and despite the continuous liaising with provincial government departments, organizations and interested parties, a formal written request was directed to them at this stage, to invite their comments and input on the initial identified needs/omissions.

Community meetings were held at each of the eight towns in the Municipal Area. The towns Rietfontein (main town), Loubos, Philandersbron, Groot Mier, Klein Mier, Welkom, Askham and Noenieput are relatively far from each other, therefore the community meetings were completed over a timeframe of four days per visit.

People were informed of the meetings by way of:

- *Written notices which were placed at strategic public places.*
- *Announcement in churches and schools.*
- *Telephonic notices*
- *Megaphones*

During these meetings, methodology (Public Rural Appraisal) was used to ensure that even the illiterate could participate effectively in the process. The methodology further ensured that democracy was enhanced and communities were inclusive of the process.

Several workshops were again conducted during this IDP Review Phase for the IDP Representative Forum and IDP Steering Committee, during which these two bodies could give their inputs and comments relating to the current document and process as well as the necessary amendments that needed to be made.

The IDP Representative Forum as well as IDP Steering Committee met on a quarterly basis during this IDP Review Phase, in order to review progress made relating to project implementation as well as to amend the existing document accordingly.

INSTITUTIONAL DEVELOPMENT

Strategic Objective:

It will consider aspects like the lack of well-organized and effective systems and implemented policies and plans to manage and serve the Municipal area, good governance (community participation, town forums/ward committees) and institutional development (Human resource development) and transformation. It is very much an internal focused issue. Under institutional development it is important to look into the development of management capacity. Communication was again identified as critical to the process of good governance and should be prioritized

Intended outcome:

Taking into consideration the Recommended Powers and Functions of the Municipality, the purpose of this plan is therefore to:

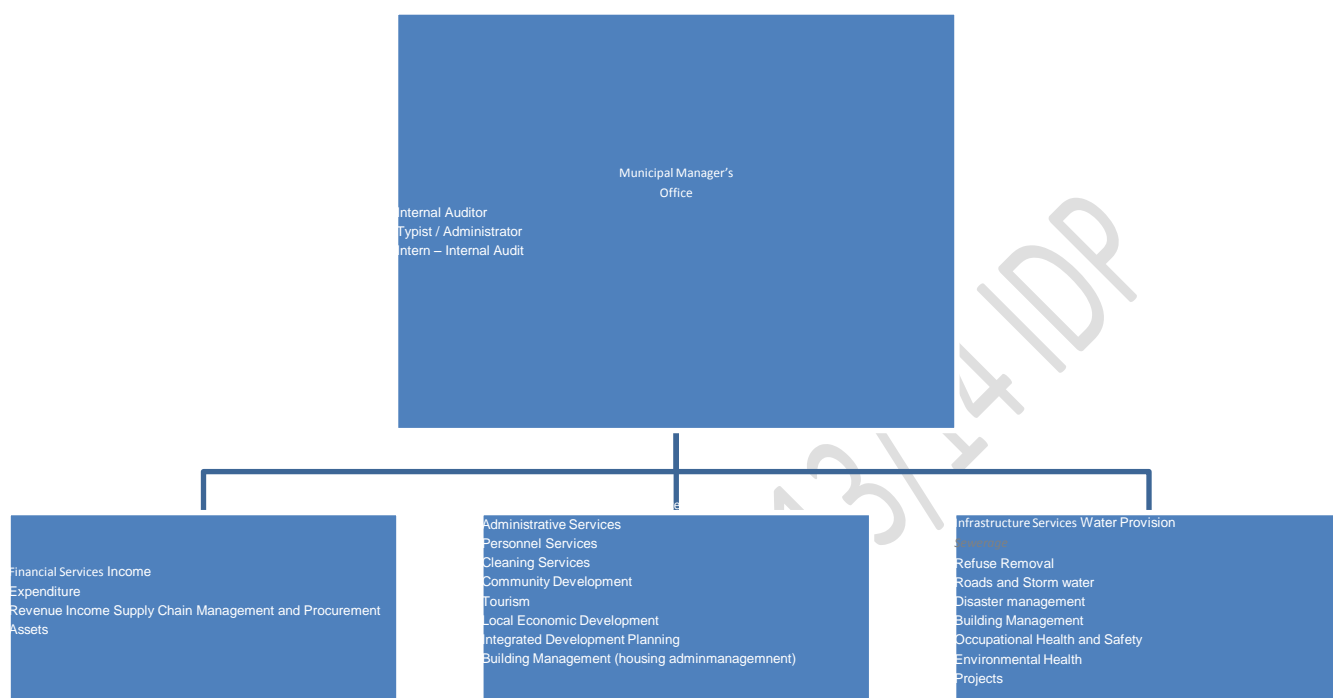
- Attract and retain staff
- Review and implement employment equity as prescribe by Act
- Train and develop employees and councilors
- Maintain sound labour relations
- More learner ships needed to accommodate broader community in skills training
- Ensure easily institutional transformation;
- Enhance an integrated implementation process;
- Provide the institutional activities needed to implement the IDP projects; and
- To ensure coordinated action in this regard

Governance Structure

Management and Operational Systems

Information System : The municipality is in the process of integrating all systems into one system;

Organizational Structure



Skills Development Plan

The Municipality commits itself that under-representation of designated employees in certain occupational categories will be addressed through training and skills transfer.

Human Resource Strategy

The purpose of the Human Resources Development (HRD) Strategy is to provide a plan to ensure that people are equipped to participate fully in society, to be able to find or create work, and to benefit fairly from it. The government's HRD strategy has two roles to play in this environment. One is to ensure that the various components of the state work together in a co-ordinated way to deliver opportunities for human development. The second is to ensure that those people who have suffered from discrimination in the past are put at the front of the queue in terms of the identified national priorities. South Africa's constitution states that **"Everyone has inherent dignity and the right to have their dignity respected and protected."** Dignity is therefore an inalienable right, but in practice it is linked to a range of other factors - cultural, social, and economic. Citizens who live in poverty and without opportunities to develop their natural potential have their dignity impaired. The primary focus will be on

- Recruitment of skilled staff to fill the gaps identified through the IDP process

- Filling of all vacant positions, i.e. Municipal Manager
- Creating of additional posts if and where needed

FINANCIAL VIABILITY

Strategic Objective:

The strategic objective considers improved local governance within Mier Municipality over a 5 year period.

It will consider aspects like financial viability (revenue raising strategies and financial systems). Communication was identified as critical to the process of good governance and should be prioritized. For the purpose of good governance under this issue it is best to look into strategies to improve the audit outcome of the municipality.

- Enumeration and sufficient finances to be budgeted for to appoint personnel and purchase equipment
- Prepare a proper capital and operational budget to run the IDP
- To ensure an increased payment culture in the municipal area
- Ensure a better service delivery to the public
- Assistance to other department to apply for funds
- To provide and budget for sufficient personnel

Intended Outcome

The intervention under this outcome will focus on

- Perform proper internal auditing annually
- Verify evidence files of all Sec. 57 Managers/ compliance matters
- Ensure full implementation of the Property Rates Act
- Improve financial systems to accommodate the financial reporting requirements to government
- Measure financial viability as expressed in the ratios prescribed in the PPMR (2010)
 - A breakdown needed of debt owned by community to council as per town/ward
 - Liaise with community on discount for hunting season for community members
 - Need to strengthen the income on lease payments for farming land (communal land)
 - Tariff challenges eg. Business tariff
 - Proper management of the Game Farms in order to generate income – boost financial position
 - Enumeration and sufficient finances to be budgeted for to appoint personnel and purchase equipment
 - Prepare a proper capital and operational budget to run the IDP
 - To ensure an increased payment culture in the municipal area
 - Ensure a better service delivery to the public
 - Assistance to other department to apply for funds
 - To provide and budget for sufficient personnel

Proper Financial Management and Good Governance have been prioritized by Mier Municipality. Mier Municipality invested a great amount of effort and time in improving and reviewing its financial management strategies, policies, systems and procedures to bring in line with new financial legislation and practices.

The following accounting records are available as part of the Financial Management of the Municipality:

- Income / Expenditure accounts
- Capital records
- Creditor's records
- Purchasing records
- Cashbook / cash flow systems

As part of the IDP, the budget compilation and implementation is aligned and in accordance with the Municipal Finances Management Act (MFMA). Financial Statements are timeously submitted, however, the last audit was classified as qualified with reference to among others; Debt and low payment rate (income revenue).

Again as part of the IDP process and according to the MFMA the draft budget has been made public & reflects strategic choices & community development priorities as identified during the IDP Analysis Phase. A very clear analysis remains the fact that the current revenue streams cannot sustain service delivery and the successful implementation of the IDP.

Challenges:

- Ensuring that the resources are distributed evenly through the vast area of our Municipality
- High rate of unemployment which accounts for the low payment rate amongst certain members of the community
- The Municipality relies heavily on grants received from National Government. The needs of communities far exceed the income that the Municipality receives for services rendered to communities.
- This situation has handicapped council in its plans to develop the economic base of the Municipality

What has been achieved in the past 5-years?

- Installation a new financial system
- Installation of an electricity meter replacement system
- Establishing revenue collection measures
- The process to streamline the indigent verification process will commence shortly
- All financial governance policies are in place

Remaining Gaps

- Budget and Treasury Office
- Supply Chain Management Unit
- Achieving clean audit reports
- Extending the rates base in line with the Property Rates Act provisions
- To increase the collection rates
- Asset Register Unit
- Improve implementation of the budget process that allows for public participation and alignment with the IDP

- Implementing Service Delivery through Budget Implementation Plan (SDBIP)
- Secure DBSA grants instead of loans
- Implementation of the Property Rates Act

Summary Statement of Financial Management Arrangements

Inventory and short description of financial management includes:

- Financial Supervisory Authority – Director Financial Services
- Implementing Authority – 2 Accountants (1 income and 1 expenditure) and 1 positions for a procurement officer as well as 2 financial interns
- Treasurer - Director Financial Services
- Internal auditor – reporting directly to the Municipal Manager

Summary Statement of the Financial Strategy

Financial Base Management Guidelines and Procedures

The following policies are in the process to be adopted in the next financial year

- Risk Management policy
- Asset Management policy
- Credit Control by-laws
- Overtime policy
- Property Rates Policy

Challenges

Currently the Payment figures are $\pm 20\%$ although the Municipality's target in compiling the budget is estimated at 75%. An amount of R8 900 000 is currently in arrears due to lack of payments on municipal accounts.

Other challenges include:

- Improving budget process
- Ensure proper use of council funds
- Diversification of economic base to break free of over-dependence on the agricultural sector
- Sustainable Local Economic Development to eradicate unemployment
- Implementation of the Credit Control Policy

Key Strategies

Through the compilation and implementation of an LED plan, to be developed, the Municipality hope to assist in meeting the targets sets out in the IDP according to each of the identified priorities. Service delivery and the provision of basic services to all continue to be prioritized by communities, although greater emphasis has also been placed on growing the economy. With this in mind, sustainable capital income and development is identified as the solution to the backlog rendering of poor services and infrastructure development.

Future Financial Management should include:

- Revenue raising strategies
- Asset Management Strategies
- Cost-effectiveness strategies

Billing System

Each year between March and April residents must complete a form in order to be registered as indigents by 01 July of that year. The maximum income to qualify as an indigent household is **R2400.00** / household.

Meter reading and credit control take place in each town. Credit control is conducted by an agreement between the Municipality and the person who are in arrears. The person must pay the agreed amount on the arrears and the amount of the current account. Failing to honour this agreement results in the cutting of services.

A strategy to improve payment rates includes the following: A decision was taken that councilors would encourage people to pay their accounts and inform them of the reasons why they should pay their accounts.

In line with the requirements of the MFMA, the planning and budget process are tabled before Council at least 9 months before the end of the financial year. This process is then closely followed to complete the IDP and budget process. Both processes are closely aligned. More information is available in the Planning and Budget Process Plan.

Fees, Tariffs and Rates.

Heads of Departments must annually review all fees, service charges and other charges to be included in the operating budget in accordance to Council's tariff policy in such a way that:

- users and consumers are treated fairly, equitably and without bias in application of tariffs;
- the amount of a user pay for services is in proportion to the use of that service;
- tariffs reflect the cost of the service;
- Tariffs are set at levels that secure the financial sustainability of the service.

It encourages and promotes the efficient use of scarce resources.

The result of this revision shall be reported to the Council, even if no changes are proposed. The Head of a Department shall indicate the reasons for tariffs not recovering the respective costs.

The Council shall make no decision concerning fees, tariffs or other changes without first considering a report of the Head of the Department concerned incorporating the views of the CFO / Director Financial Services.

The Municipal Treasury must calculate property rates and levies to balance the budget and to ensure the credit worthiness of the Municipality is maintained by provide for;

- Bad Debts
- Working capital
- Debt servicing Costs; and
- Provisions and reserves.

The CFO shall maintain the credit control and debt collection policy of the Municipality, including;

- Credit control procedures
- Debt collection procedures
- Provision of indigent debtors consistent with its rates and tariff policies and national guidelines for levies
- Arrangements for payment of debt;
- Matters relating to unauthorized consumption of services, theft and damages.

Operating expenditure

No saving on an amount budgeted for a specific purpose may be applied to meet expenditure for another purpose, whether budgeted for or not, without the approval of the Council. Should a Head of a Department have reason to believe that any budgetary provision is or will be insufficient, or that estimated income is unlikely to be received, a report shall forth with be submitted to the Council.

Recovery of losses

Any loss suffered by the Municipality due to any fraudulent or corrupt act or an act of bribery shall immediately be reported to the South African Police Services and to the Auditor-General by the Municipal Manager.

The circumstances which describe various losses of damage in legislation be constrained in section 10 G (2)(F) of the Local Government Transition Act as inserted by the Second Amendment Act 1996 (Act 209 of 1996) All employers shall immediately advise the Municipal Manager should they become aware of occurrences.

LOCAL ECONOMIC DEVELOPMENT

Strategic Objective:

This objective / issue will focus on tourism as depicted in schedule 5 A & B of the constitution. It will also promote economic growth of the area through LED, Mining, Agriculture and other related economic potentials and drivers. The focus should be more on creating an environment for economic growth and investors to invest, rather than investing in specific LED projects with limited outcomes. It should also be acknowledged that infrastructure development contribute to LED spin - offs and therefore the cross-cutting nature of the LED issue should be catered for.

Intended Outcome:

The intended outcome will be based on the

- Creation of an enabling environment for LED
- Facilitate and oversee the establishment of sector forum
- Improve institutional capacity for LED
- Stimulate tourism
- Attract investment in LED sustainable development

LED Strategy

The compilation of the LED strategy is currently in its last phase for integration and alignment with Provincial and national priorities and will be adopted during May 2012.

Unemployment Rate

It is estimated that the unemployment rate amongst the Mier community members is approximately 43%. The unemployment rate could be considered as extremely high. Given the statistics nearly 42% of the potential labour force is not economically active. Thus, in fact only about 17% of the total population is actually earning a living. Theoretically, this means that for every 1 formally employed individual, he/she needs to support 5.5 persons

(keeping in mind that the majority of those employed are earning low levels of wages/salaries).

This could be further utilized in considering the gender employment currently experienced. Given the total number of employed, close to 65% are male, with the majority of women (51%) representing the unemployed category. In terms of not economically active again females represents 63% of the total 1 833 viewed in the table below.

Numbers of people employed, unemployed and not economically active

Status of employment	Employed	Unemployed	Not economically active
Individuals	1 405	1 054	1 833

Economic Activities.

In this regard the agricultural, hunting, forestry and fishing sector is employing close to more than one 5th of the total number of individuals employed. The next three largest sectors in terms of employment is the community, social and personal services, construction and wholesale & retail trade sectors with 16%, 14% and 13% respectively.

Employment per sector (sector absorption)

Sector	Agri, hunting, fish	Mining	Manufacturing	Electricity; gas and water supply	Constr.	Wholesale and retail trade
Individuals	21%	1%	6%	0%	14%	13%
	Transport; storage and communication	Financial; insurance; real estate and business services	Community; social and personal services	Other	Unspecified	Institutions
	2%	3%	16%	8%	6%	12%

This situation could potentially be explained by recent infrastructure developments within the Mier municipal boundary over the past decade, this include amongst other the electrification

of the Mier area, the new tar road to Kgalagadi Transfrontier Park and the new tarred road from Groot Mier to Rietfontein. The average employment opportunities created per R1 million GVA output is estimated at 13.5

It could be established that only the mining sector of Mier could be considered as a leading sector, compared to the Province. The agricultural sector is similar in its performance to that of the greater Province. All other sectors of the Mier economy are lagging economies as defined earlier. On aggregate the Mier economy could be considered as lagging given the index estimation of 96, which is below the par index value of 100; Generally the Mier economy is very small, representing only just over 1% to 2% of total output for the Siyanda District. Siyanda represents approximately a quarter (25%) of the Northern Cape's economy. This further emphasizes the insignificance of Mier as economic contributor to the broader community. The economy of Mier could be considered as a small undeveloped economy, with various future developing opportunities.

Potential internal economic drivers include:

- The development of niche tourism markets that capture full value out of the special attributes of the area.
- The exploitation of the climate of the area for energy generation (sola power)
- Increased mineral beneficiation that unlocks manufacturing opportunities.
- Increased game farming

G. OBJECTIVES

During the strategic planning sessions, the following general principles and values were identified as guidelines for the daily activities of Mier Municipality, hence formulating the Mission Statement:

- Fostering Healthy relationships
- Transparency in planning and management
- A thorough knowledge of the needs of communities
- The implementation of a development orientated approach to Local Government.
- Discipline among officials and councillors
- Effective communication and dissemination of information to all interest groups and within the organization itself, to empower everyone involved
- Building capacity among the staff and Community wherever possible in order to enable them to play an effective role in Local Government.
- A responsibility towards all voters' interest groups within the Councils' boundaries

- To have respect for the democratic principles demanded by law and set out by the Councils' Code of Conduct
- The following of the "Batho Pele" principles in the Councils' approach to service delivery

Strategic objectives structured into 5 KPA's

The purpose of a development objective is to indicate "what" needs to be obtained in order to achieve your vision based on the shortcomings identified during the analysis phase. During this phase certain "what to do procedures" would also be formulated on how to achieve the objectives, i.e. strategies.

Developmental Goals

With the vision and the above mission statement / principles as guidelines, and the input and needs of the inhabitants, the following general development goals have been identified for the area:

- ❖ Mier Municipality must deliver a positive contribution to the sustainable growth and development within its boundaries and the rest of the Northern Cape.
- ❖ The creation of a healthy and environmentally friendly environment within and outside of the Councils' boundaries, must be attempted
- ❖ The promotion of a safe and tourism friendly environment should be furthered in order to promote tourism and investor interest in the region.
- ❖ The promotion of human resources within and outside the organization through training and the implementation of new technological aids.

Development Priority: Provision of Basic Infrastructure

Infrastructure development and maintenance is vital to the existence and development of a municipality. Infrastructure also facilitates economic growth in an area. In addition municipalities are constitutionally mandated to provide in the basic needs of communities.

Development Priority: Enhance Community Services

Based on the limited resources and capacity in the area a strategic choice was made and that is to invest in the people in the area. In order to combat the unemployment rate, low income levels and decline in the population growth economic development and the provision of physical structures is important but without developing the people in the area these challenges could never be addressed successfully.

The NSDF confirms the principle of investing in people in stipulating that "in areas with low development potential government spending should focus on providing social transfers, human resource development and labour market intelligence".

The municipality thus accepted its second development priority as the enhancement of community services.

Development Priority : Building the Institution and Employee Capacity

The Accelerated and Shared Growth Initiative for South Africa (ASGISA) that is driven on a national level has identified six factors that constrain growth in South Africa. One of these is the shortage of skills which is especially relevant across all aspects of local government.

It is also apparent from the analysis of the facts and figures that the municipality is faced with serious challenges. A strong institution with the necessary capacity is vital to address these challenges successfully.

Considering the above the municipality identified building the institution and employee capacity as its first priority.

Development Priority: Economic Development

The negative impact of the unemployment rate and the low level of monthly income on all spheres of the communities in the area can only be reversed by stimulating the economic growth in the area. The third development priority identified by the municipality is economic development. The priority with its relevant objectives is listed below.

Development Priority Area	Strategy	Interventions
<p><u>Development Objective 1</u> - Water</p> <p>Lack of proper and sufficient water and sanitation provision. The typical aspects covered by this priority issue for the next 5 years will be that of the <i>water</i> and <i>sanitation</i> provision as far as it relates to the function depicted in schedule 5A and B of the constitution, implementation of the <i>MIG grant</i>, and provision of basic services in the municipal area.</p>	<ul style="list-style-type: none"> • To provide/supply sustainable 100% of households with a metered water connection by 2014. • Efficient accounting system for water usage • To reduce water losses to 15% by 2013 • To have a 5-year Integrated Infrastructure and Assets Maintenance and Operations Plan in place by June 2013/14 (18 months) – Sect 63 MFMA • To effectively and efficiently manage, operate and maintain Infrastructure and Resources by 2013/14 	<ul style="list-style-type: none"> • Extension of the Kalahari East Pipeline • Extension for provision of the Welkom Bulk Supply • Provision of metered water connection in Groot Mier (Potable Water) • Provision of Pre – paid Water Connections • Development of Demand and Conservation plan for water services • Development of 5 year Integrated Infrastructure and Asset Maintenance and Operations Plan • Feasibility Study : Augmentation of all Water Supply Services • Upgrading of Asbestos Pipelines • Khomani San Water Supply
<p><u>Development Objective</u> - 2</p> <p>Provide sanitation of an acceptable standard to all communities</p>	<ul style="list-style-type: none"> ○ To provide 100% of households with basic sanitation by 2014. ○ To eradicate the bucket system (post 94) in all formal residential areas by December 2013. 	<ul style="list-style-type: none"> ○ Construction of Oxidation Ponds ○ Upgrading / Construction of toilettes ○ Construction of Sewerage Reticulation Lines ○ Investigate the demand for sanitation in the municipality area ○ Plan and implement sanitation projects according to the demand analysis ○ Development of free basic sanitation / Review of Free basic Service Policy
<p><u>Development Objective 3</u></p> <p>Supply sustainable basic infrastructure to all inhabitants : Refuse Removal & Management of Dumping Sites</p>	<ul style="list-style-type: none"> ○ Legal compliance of all dumping sites • To provide 100% of households with a weekly solid waste removal service by 2014. To ensure 	<ul style="list-style-type: none"> ○ The cleaning of all invader plants within towns (Prosopis and “bloubos/ stinkbos”) ○ The illegal dumping in all towns ○ The of kraals in residential areas ○ The development of 3 waste landfill sites

<p>This issue will deal with aspects like <i>cleansing, waste management and environmental management</i>. <i>Disaster management</i> related issues will form part as well.</p>	<p>residents live in a clean, safe and environmental friendly environment by 2014</p> <ul style="list-style-type: none"> • Implementation of Waste Management Plan • Rehabilitation of existing illegal dumping sites • Upgrading of cemeteries in all towns • Compilation of strategy dealing with garden waste and building rubble • Improve refuse removal plans 	<ul style="list-style-type: none"> ○ Compilation of a waste Policy and by – laws Enforce By-Laws and educate community on implications of dumping randomly ○ Feasibility : Investigate recycling opportunities ○ Controls over the sites very important is the fencing ○ Appoint a person to supervise dumping sites ○ Adopt a comprehensive plan for refuse removal through community participation ○ Purchase vehicles for refuse removal ○ Fill all vacancies existing in refuse removal and explore the idea of increasing personnel
<p><u>Development Objective 4 - Roads and Transport:</u></p> <p>Improve conditions of internal streets and roads Lack of safe quality roads infrastructure, including storm water systems contributing to an efficient transport system. Also, the <i>construction and upgrading</i> of new and existing roads (all roads) will form part of this issue. Storm water also forms part of this issue</p>	<ul style="list-style-type: none"> ○ The proclamation of all gravel roads ○ To ensure that 150 km of access roads are tarred by 2016 ○ Upgrading of all gravel roads ○ Negotiate / draw up agreement with SANRAL/Dept.t. Roads on road agency role ○ Phase in of construction of streets and storm water by 2016 	<ul style="list-style-type: none"> • Rietfontein - Construction of Bus and Taxi Routes in Rietfontein, Phase 2, with street lightening connecting Henry Pabst, Loubos Road and Petrus Vries Str • Philandersbron - The Construction of a 3 kilometre Bus And Taxi Route as Phase 2 with Street lightening connecting v/d Westhuizen str / Soda Weg and Pioniersweg • Loubos - The Construction of a 3,5 kilometre Bus And Taxi Route with Street lightening connecting • Askham/Kameelduin - The Construction of a 6 kilometre Bus And Taxi Route as Phase 2 with Street lightening connecting Duin/Rivier and Seringboom • Groot Mier - The Construction of a 3 kilometre Bus And Taxi Route as Phase 2 with Street lightening connecting from entrance of National Road - Clinic

		<ul style="list-style-type: none"> • Klein Mier - The Construction of a 3 kilometre Bus And Taxi Route as Phase 2 with Street lightening connecting from entrance of National road to Skool and Church street • Swartkopdam - The Construction of a 1,5 kilometre Bus And Taxi Route • Building of Access Road to Loubos (10 km's) • Building of Access Road to Philandersbron (10 km's) • Upgrading and Re – gravelling access and internal roads in the Municipal Area Rietfonteint – Geisemab (70km) • Noenieput – Askham (110 km's) • Rietfontein – Noenieput (105 km's) • Rietfontein – Inkbospan(40 Km's) • Maintenance of road reserve – Job Creation & fencing • Storm water drainage on all roads • Road marks and signage • Prioritising of streets for upgrading
<u>Development Objective 5 : Housing</u>	<ul style="list-style-type: none"> • Providing housing for needy people • Enhance quality and standards of RDP housing • Drafting of Housing Sector Plan/ chapter • To ensure that all informal settlement areas are upgraded in accordance with the Human Settlement and Redevelopment Programme by 2014. • To provide shelter for all by 2014 based on current demographic projections. • Feasibly Study : Housing for rental 	<ul style="list-style-type: none"> • Investigate and determine the housing need • Investigate feasibility of housing projects • Renovate old stone houses • Apply for housing projects from Province • Town Planning for housing projects for higher income earners • Survey and peg new erven for future expansion of towns • Encourage local contractors to register with CIDB • Monitor all projects for compliance with Nat &

		Prov. Standards <ul style="list-style-type: none"> • Ensure that legal/rightful owners are allocated
<u>Development Objective 6; Electricity</u>	<ul style="list-style-type: none"> • Investigate / Feasibility Study on Solar and Wind power as sources for additional energy resource by 2014 • Investigate the feasibility of high mass lightening vs. street lightening • Investigate the selling of electricity as a boost to the income to strengthen the viability of the municipality 	<ul style="list-style-type: none"> • The supply of solar / wind power to communities, Swartkopsdam, Noenieput, Schepkolk, Drieboom and Vetrivier • Supply of solar and wind power on farms • Assist with the design and development of bulk supply in new developments • Ensure street lighting in all areas • Ensure that all housing projects are electrified
<u>Development Objective 7 : HIV/AIDS</u> Due to the disastrous effect of this pandemic on our society the Municipality cannot turn a blind eye. It will again focus on this issue for the next 5 years, working hand in hand with other stakeholders in order to allocate resources to prevent the spread of the disease.	<ul style="list-style-type: none"> • Strengthening of HIV/Aids Committees and Support Groups 	Alignment / Review of HIV/Aids Policy Strengthening of HIV / Aids Committees and Support Groups

<p>Development Priority 8: Local Economic</p> <p>Investigate the financial viability and sustainability of all resources and facilities of already existent agricultural projects & their contribution to LED It will also promote the economic growth of the area through <i>LED, mining, agriculture</i> and other related economic potentials and drivers. The focus should be more on creating an environment for economic growth and investors to invest, rather than investing in specific LED projects with limited outcomes. It should also be acknowledged that <i>infrastructure development</i> contribute to LED spin - offs and therefore the cross-cutting nature of the LED issue should be catered for.</p>	<ul style="list-style-type: none"> ○ Drafting / finalization of LED Plan ○ Drafting of Tourism Plan ○ To ensure that residents live within 1 km from a cluster of public amenities by 2014. ○ To provide 100% of households with basic electricity by 2012/13. ○ To reduce electricity losses to 5% by 2014 ○ To ensure local economic growth ○ To half the present rate of unemployment by 2014 ○ To ensure that the Municipality procure 60% of its procurement budget to BEE and SMME Enterprises by 2013/14 ○ To reduce the number of households living in poverty by 5% per annum 	<ul style="list-style-type: none"> • Livestock Improvement and Landcare Project • Vegetable Cluster • Feasibility Study : Iyama-Yama Meat Project (JV/PPP) • Land Care Project / Upgrading of Infrastructure • Vegetable Cluster(Garden) in the municipality • Vegetable Garden in Loubos • Vegatable Garden in Andriesvale • Cultivation Devils Claw in the municipal area – Medicinal Plant • Feasibility Study – “Iyama – Yama” Meat Project • • Develop Tourism infrastructure • Cultural Village • Tourism Information Satellite Office • Waste Recycling Project
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<p>Development Objective SMME's are provided with mandated municipal support that facilitates their growth and success</p>	<ul style="list-style-type: none"> • Empowerment of the SMME • Promote the services and or products of the SMME. • Facilitate SMME website access and utilization. • Assist with marketing, exposure of the SMME's product / service. The provision of municipal business sites, premises for business. • Assist with marketing, exposure of the SMME's product / service. • Legalise, legitimise Spaza – shops • Formalize local hawkers to promote organized trade 	<ul style="list-style-type: none"> • Provision of training programmes on: <ul style="list-style-type: none"> • - Book-keeping • - Financial management • - Marketing of product and service • Place photos of SMME product and or service and contact details on web site. • Provide training on How to access and utilize website for marketing. (Linked to Tourism strategy, project above) • Establish business stalls, bee hives, and suitable venues to sell SMME products • a data base of all Spaza shops, and business owners within the municipal area. • Assist SMME with the registration of their
<p>Development Objective A pleasurable tourist experience</p>	<ul style="list-style-type: none"> • A pleasurable tourist experience • PDI involvement in product ownership of Tourism products • Promote local "tourist" products, services available. • Facilitate website access and utilization. 	<ul style="list-style-type: none"> • Formulation of an integrated tourism development plan... that accommodates the entire area • Attraction of tourism • Facilitate training of tour guides and guesthouse personnel through Department of Labour • Facilitate joint ventures with PDI's in Tourism Opportunities • Create a municipal database of tourism operators • Investigate standards of existing tourism facilities

<p><u>Development Objective</u></p> <p>Investigate the financial viability and sustainability of all resources and facilities of already existent agricultural projects & their contribution to LED</p>	<ul style="list-style-type: none"> • Ensure the implementation of sustainable projects • Law enforcement • Conserve soil • Increase number of beneficiaries of the Agricultural Projects • Avail land for emerging farmers 	<ul style="list-style-type: none"> • Assess / evaluate all existing "LED" 'Agriculture Projects. • Enforcement / application of the relevant by-laws. • Fencing of emerging farmers land • Identification of conservation "projects" • Formulation of "project proposals" • Investigate projects that contribute to the Conservation of indigenous plants. • Everyone wishing to participate must be given a chance • Individual small farmers must have access to Commonages and pay for their animals utilizing commonage grazing • Investigate the need for land
<p><u>Development Objective</u></p> <p>To provide the community with a road infrastructure and transport system which enhance accessibility</p>	<ul style="list-style-type: none"> • Establish a well-represented body to meet regularly with the Dept. of Roads and Transport • High standards of road infrastructure towns as well as rural roads • Contribute to more roadworthy vehicles • Access to transport for all people within the municipal area 	<ul style="list-style-type: none"> • Nominated relevant roll players • Maintenance budget for town roads • Prioritise roads (the need for upgrading) • Lobby funds: Dept. of Transport • Investigate the need for transport • Investigate the existing public transport

<p><u>Development Priority</u> Development Objective Proud citizens that contribute to the development of their town/s</p>	<ul style="list-style-type: none"> • Promote Education not only academic but also practical work related learning that would make them economic active “technical” “trade” • Need to raise the level of skill competence of the community • Remove “poverty mentality” • Instil a sense of pride and ownership and dignity. • Utilize local skill in community to assist in projects. • Build community spirit • Remove sense of “helplessness” • More informed community 	<ul style="list-style-type: none"> • Assess aptitude of children in community. • Results to determine: <ul style="list-style-type: none"> - Establishment of Trade School - Adjustment in school curriculum. • Consider feasibility of adult – basic education • Expansion of Umsobomvu Youth Advisory Centre Point • Implement a ‘Life Skill’ programme / Special focus: Financial Management within the household • Investigate Library service so that Library service and make a more meaningful contribution to community development • Joint community projects • Purchase and Installation of Christmas Lights • Formulation and implementation of Programme against alcohol abuse • Establish municipal newsletter • Establishment of Ward / Area Committees
<p>Development Priority : Community Services <u>Development Objective</u> Integrate the youth into and Community Development.</p>	<ul style="list-style-type: none"> • Provision of recreational facilities • Exposure to extra curricula activities • Promote self-development • Remove sense of helplessness • Instil a sense of community pride and dignity • Promote Education • Security and Safety of Youth 	<ul style="list-style-type: none"> • Establish play parks for children • Start Drama, Arts and Culture Classes • Investigate possible incorporation into school curriculum • Upgrading of sport grounds • Implement “Free to grow programme’ • Centre’s for youth development • Identify joint youth / community upliftment projects • Investigate the problem of homeless children.

<p>Development Priority : Community Services: Health Services Development Objective: Improve community access to a comprehensive health care service</p>	<ul style="list-style-type: none"> • Investigate private public partnerships • Promote home-based care • Lobby with district and province • Improve customer care / service • Attract more health services to the area's (dentist, x-rays, minor surgical procedures, etc... <p>Or</p> <p>Optimise District Hospital ... and</p> <ul style="list-style-type: none"> • Make transport available for all areas to get to District Hospital • Improve / Optimise existing health services available in the area. 	<ul style="list-style-type: none"> • Ensure availability of an ambulance by engaging Province, SDM and private operators • Ensure availability of a doctor at all clinics and hospitals • Improve the transport route of mobile clinics • Investigate options of transportation to clinic and hospital. - Assess the situation. • Establishment of home-based care centres. • Establish "HIV and Aids" care centre • Provision of waiting room at clinics • Establish a satellite clinic's - Assess the situation • Investigate range of health services. Dentist, Doctor, X-rays etc... • Purchase of additional patient transport vehicle. • Assess the delivery of service of the provincial hospital
<p>Development Priority - Community Services: Safety and Security Development Objective SAPS fulfil their mandated role and responsibility in the community</p>	<ul style="list-style-type: none"> • Bilateral discussions with SAPS • Forge partnerships to combat crime • Better handling of raped women • 	<ul style="list-style-type: none"> • Ensure separate jail cells for youth • Set up community policing forums / structures to combat crime. [neighbourhood watch] Specifically look at crime related to alcohol abuse • Facilities for raped women • T/ship fencing-off road reserve and municipal commonages • Ensure Security consciousness within community • Investigate the problems of homeless children

<p>Development Priority - Community Services: Access to Government Departments</p> <p>Development Objective : Communities have easier access to social services.</p>	<ul style="list-style-type: none"> • Investigate other options to accessible service • Better communication • Reduce distance between service and the community 	<ul style="list-style-type: none"> • Establishment of a "Thusong Centre" MPCC • Project: Bring Departments to where the people live. – Bring Home Affairs to the towns... to bring all resources with them • Municipality make facility available. • Same with Social Development Department • Same with Education Department • Departments to speak the language of the customer. • Avail office space and facilities to visiting govt. dept's
<p>Development Priority - Community Services: Better communication to Community</p> <p>Development Objective: Community participation.</p>	<ul style="list-style-type: none"> • Community participation structures to help identify community needs • Municipal news letter • Municipal / Community Radio 	<ul style="list-style-type: none"> • 10 x Area Committees established • Communication to communities
<p>Development Priority - Building the Institution – Financial Viability</p> <p>Development Objective : A well-established municipality with sufficient resources and institutional capacity to deliver an excellent municipal service</p>	<ul style="list-style-type: none"> • Improve Financial Sustainability • Increase collection of revenue base • Increase revenue base • Reduce unnecessary expenditure • Consider alternatives, savings options • Improve financial systems and procedures • Review and strengthen internal systems and procedures • Strengthen the municipal resources • Strengthen the municipal accountability 	<ul style="list-style-type: none"> • Masakhane • Encourage the customer to pay for service • Efficient indigent policy • Accurate and correct billing system and timeous reception by customer • Increase Property Rates charges. • Service changes must reflect cost • Valuation of property inclusive of all agricultural land • Reduce unnecessary expenditure • Consider alternatives, savings options • Practical accounting system • Oversight on expenditure

	<ul style="list-style-type: none"> • Improve and strengthen existing planning system 	<ul style="list-style-type: none"> • Keeping to budgeted amounts • Monthly report to Council • Improve financial systems and procedures • Upgrading of accounting system • Formulate a register and contracts for municipal land and buildings users • Review and strengthen internal systems and procedures • Councillors to take resolutions and • Management to formulate action plans for implementation. • Draft/ Simplify By-Laws into one page documents. Education and road shows must be organised • Assess availability and content of existing policies in council. Identify gaps in policy and adjust / amend / add etc... • Effective Indigent Policy. • Review and improve existing records management. Filing & archive system. • Strengthen the municipal resources. • Yearly report on time • Finalise Spatial Development Framework • Associating policies: Housing, Agriculture • Transport, Tourism and Conservation
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<p><u>Development Objective</u> <u>Institutional Development</u> Working towards the creation of a stable, capacitated personnel-corps geared to increased service delivery and good performance in services delivered.</p>	<ul style="list-style-type: none"> • An effective, customized organizational structure • Create incentives for staff... to improve performance / productivity • Improve customer care (relations) and service <ul style="list-style-type: none"> - office space for councillor/s and waiting room for customers - Privacy issue vs. availability to customer. 	<ul style="list-style-type: none"> • Review of existing organizational structure and drafting of "new" ideal structure • Formulate a policy for "Bonus Contracts" for section 57 employees • Reorganize office spacewith a customer orientation in mind and more effective administration

Mier Municipality's 2013/14 IDP

<p><u>7. Land Development:</u> The typical issues that will be dealt with under this issue are <i>land-reform</i> and <i>re-distribution</i>; continued <i>availability of land</i> for various uses like agricultural, residential and commercial. Appropriate land use management system in the municipality. Development, review and implementation of a <i>spatial development framework</i> fall under this issue as well.</p>	<ul style="list-style-type: none"> • Compilation of Spatial Development Plan • Township Establishment at Khomani San Development / Noenieput • Township Extension at Groot Mier and Askham • Compilation of Land Management / Management plan 	<ul style="list-style-type: none"> Purchasing of additional land for farming Additional Land for residential development Upgrading of commonage land Additional land for Institutional; development – School for Klein and Groot Mier Additional land for Institutional; development – Surveying of land for Multi - Purpose Community Hall Additional land for Institutional development – Clinic in Welkom Township Establishment with internal services Upgrading of Community Halls for Multi - Purpose use and utilization of offices Upgrading of Sport Facilities and erection of parks Drafting of Land Management plan
ASSISTANCE REQUIRED		
<p><u>8. Sustainable Developmental Orientated Municipalities: Financial Viability</u> This issue considers improved local governance in Mier Municipality over a 5 year period.</p> <p>It will consider aspects like <i>financial viability</i> (revenue raising strategies and financial systems). <i>Communication</i> was identified as critical to the process of good governance and should be prioritized.</p>	<ul style="list-style-type: none"> • To increase the payment level to 95% by 2014 • To reduce the administration cost to 35% by 2014 • To spend at least 85% of the Capital Budget annually • To increase the municipal reserves by at least 1% per annum • To raise the Debt Coverage Ratio to 2:1 by 2013/14 • Outstanding Service Debtors to Revenue (Target?) • Cost Coverage Ratio to (Target) by 2013/14 • To ensure the effective management of the Operational Budget by 2012/13 	<ul style="list-style-type: none"> Establishment of Shared services unit - Internal Audit Unit and Audit Committees Establishment of Supply Chain Share Service Unit and Committees Assistance with Financial Systems (SAMRAS Conversion) Support with Information Technology Financial Management Support (Cash -flow) Unbundling of asset Review and Compilation of Property Rates Register Assist with debt collection and credit control Assist municipality - Debt owed to Auditor General which are primarily responsibility of National Treasury Governance – Rates and Taxes owned by Government departments

<p><u>8. Sustainable Developmental Orientated Municipalities (Cont): Good Governance</u></p> <p>It will consider aspects like the lack of well-organized and effective systems and implemented policies and plans to manage and serve the Municipal area, <i>good governance</i> (community participation, town forums) and <i>institutional development</i> (Human resource development) and <i>transformation</i>. It is very much an internal focused issue. <i>Communication</i> was again identified as critical to the process of good governance and should be prioritized.</p>	<ul style="list-style-type: none"> ○ To ensure that Management at all levels is 100% representative and in line with the Employment Equity Plan by 2013 ○ To ensure that the Job Evaluation System is 100% implemented by 2013 financial year ○ To ensure 100% implementation of the Skills Development Plan by 2014 ○ To ensure enhanced service delivery with efficient institutional arrangements by 2012/13 ○ To ensure the development and implementation of an Integrated Information Management System by 2012/13. ○ To ensure that efficient business processes and management systems is 100% in place and functional by 2013 ○ To ensure that the micro organizational restructuring is 100% complete by June 2013 To ensure that all ward committees have formally elected and functional ward committees by July 2013 ○ To ensure that a comprehensive communication system is in place by December 2013 ○ To ensure 75% satisfaction of residents and Councilors with frontline, face-to-face, telephonic and over-the-counter service of the 	<p>Compilation of Communication Strategy to strengthen the Community engagements</p> <p>Development of monitor and evaluation model for ongoing monitor of stakeholders and sector engagement</p> <p>Financial assistance/ support for traveling cost to ensure fully participation of residents in all wards</p> <p>Unbundling of development on church ground vs Development of schools</p> <p>Assist with compilation of municipal by-laws and policies</p> <p>Assist with ward-base planning</p> <p>Assist with training of ward committees and councilors</p> <p>Engage with ICASA on radio reception and also cellphone reception throughout the area (satellite Offices)</p>
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	<p>Municipality by 2012/13</p> <ul style="list-style-type: none"> ○ To ensure democratic and accountable governance by 2012/13 by ensuring a qualified Audit Report ○ To establish structured public participation process for the different levels of planning and development processes of the Municipality by 2012/13 ○ Draft and review risk assessment document ○ Draft and implement communication strategy ○ Promotion of internal and external communication ○ Ensure effective publicity, marketing and branding of the municipality ○ Ensure and promote active participation of ward committees in enhancing cooperative local governance ○ Review and promulgate by-laws ○ Provide and maintain effective administrative systems ○ Need to strengthen working relationship between councilor, CDW and ward committees ○ The involvement of youth in the programs of council ○ The issuing of title deeds to persons who can't afford to pay their respective debts ○ Proper communication channels on government programs and engagements 	
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	<ul style="list-style-type: none"> ○ A definite need to handle cases of businesses by foreigners ○ Need to consider the training of ward committees ○ Proper Management Plan needed for Game farms in order to generate maximum income 	
<p><u>8. Sustainable Developmental Orientated Municipalities (Cont.): Municipal Transformation and Institutional Development</u></p> <p>It will consider aspects like <i>financial viability</i> (revenue raising strategies and financial systems), <i>good governance</i> (community participation, ward committees) and <i>institutional development</i> (Human resource development) and <i>transformation</i>. It is very much an internal focused issue. <i>Communication</i> was identified as critical to the process of good governance and should be prioritized.</p>	<ul style="list-style-type: none"> ○ To ensure that Management at all levels is 100% representative and in line with the Employment Equity Plan by 2022/13 ○ To ensure that the Job Evaluation System is 100% implemented by 2012/13 financial year ○ To ensure 100% implementation of the Skills Development Plan by 2014 ○ To ensure enhanced service delivery with efficient institutional arrangements by 2012/13 ○ To ensure the development and implementation of an Integrated Information Management System by 2012/13. ○ To ensure that efficient business processes and management systems is 100% in place and functional by 2012/13 ○ To ensure that the micro organizational restructuring is 100% complete by June 2012/13 To ensure that all ward committees have formally elected and functional ward committees by July 2012/13 ○ Attract and retain staff 	<p>Assist with the implementation of a fully operational performance management system</p> <p>Appointment of Section 56/57 managers</p> <p>Appointment of transversal Officers</p> <p>Assist with SDP and EE Plan</p> <p>Assist with Job Evaluation Systems and organizational restructuring</p> <p>Assist with the maintenance of sound labour practices</p>

	<ul style="list-style-type: none">○ Review and implement employment equity as prescribe by Act○ Train and develop employees and councilors○ Maintain sound labour relations○ More learner ships needed to accommodate broader community in skills training○	
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H. SECTOR PLANS INTRODUCTION

This chapter give an overview of the integrated programmes in the Municipality. According to the Municipal Systems Act, this phase should result in an operational strategy which includes:

Consolidated sector plans

Sector plan	Status	Responsible Person / Department
Spatial Development Framework	Outstanding, Currently busy compiling the plan with assistance from Siyanda <ul style="list-style-type: none"> Plan will cover issues relating to Disaster Management, Housing development and Environmental issues 	Mr. J. Minnies
Disaster Management Plan	A Disaster Management Plan has not been compiled for Municipality The discussion below is an executive summary of what this plan need to address. <ul style="list-style-type: none"> The capacity and resources in the Municipality to deal with a potential disaster ora disaster in progress are very limited. The following problems were identified: <ul style="list-style-type: none"> Lack of staff training in respect of disaster management Lack of manpower, vehicles, equipment and protective clothing and equipment No control room No co-ordination or effective communication between the relevant role players and stakeholders Some contingency plans and emergency procedures are in place on adhoc - basis (Ambulance Services but it needs to be updated and made available) Lack of disaster management information maps and directory Ineffective storm water drainage systems In terms of the implementation of the plan it was concluded that because there are no facilities, manpower and training 	Mr. H. Matthys

	<p>in the area, the municipality will rely heavily on the Siyanda District Municipality and outside assistance.</p> <ul style="list-style-type: none"> Limited assistance is available from the SAPS and Medical and Ambulance Services. However, this has to be reviewed and the contingency plans will have to be updated. <p>In addition there is an urgent need to improve communication between the Municipality and its urban communities and farming communities</p>	
Land Use Management Plan	Outstanding, Currently busy compiling the plan with assistance from Siyanda	Mr. J. Mienies
Integrated Waste Management Plan	<p>An Waste Management Plan has been adopted but needs to be reviewed, in terms of illegal dumping, dumping in open spaces and management of dumping sites</p> <p>It is also not clear whether the dumping sites within the municipal boundaries are legal. Subsequently it is assumed that these dumping sites are illegal.</p>	Mr. H. Matthys
Water Services Development Plan	A Water Services Development Plan was prepared for the Municipality and the detailed plan is available from the Municipal Manager at the Municipality)	Mr. J. Mienies
Financial Management Plan	<p>The Municipality has limited capacity and capability to perform the MFMA and GAMAP/GRAP financial requirements. The Finance Department is managed by Manager: Finance and the municipal organogram shows that 10 staff should be employed by the Department. The Mier Municipality does not yet have an operational Budget and Treasury office in place, however such an office is in the process of being established and should be operational by 1 July 2013.</p> <p>With regards to financial management procedures and systems, Mier Municipality does have fully integrated billing systems, but does not have a revenue management system at present. This has</p>	Mr. EN Mouton

	been identified as a need in future. Similarly, no full debt recovery plan exists at present, but there are plans in place to develop such a plan.	
Integrated Transport plan	Outstanding	Mr. J. Mienies
Housing plan	Outstanding, To adopt the Plan in the process to be developed for Siyanda DM	Mr. H. Matthys
Energy Master Plan	Outstanding	Mr. J. Mienies
Comprehensive Infrastructure Plan	Outstanding	Mr. J. Mienies
Anti - Corruption Strategy	Completed	Mr. J. Mouton
Environmental Sector Plan	Outstanding	Mr. H. Matthys
Local Economic Development Plan	In process	Mr. P. Matthys
Integrated Tourism Plan	Completed June 2008, need to be aligned with LED Plan	Mr. H. Matthys
Integrated Monitoring and Performance Management	<p>Performance Management in Local Government begins essentially with the need to ensure the realisation of the IDP and the continued improvement in the standards of performance through the following:</p> <ul style="list-style-type: none"> • Increased accountability and transparency. • Provision of a platform for learning and development. • Facilitation of decision making through the clarification of goals and priorities. • Provision of early warning signals highlighting underperformance. • Continual assessment of the performance of the Municipality so as to assess areas requiring improvement. • Creation of a culture of performance of the Municipality amongst all officials. The function of performance management and its use by officials thereof is regulated by the following legislation: • The Municipal Systems Act (32/2000). • The Municipal Planning and Performance Management Regulations (2001). • The Municipal Finance Management Act (56/2003). • The Municipal Performance Regulations for Municipal Managers and Managers Directly Accountable to Municipal Managers (2006). 	

Integrated Institutional Programme	<p>The Mier Municipality is in the process of reviewing its organizational structure so that its legal obligations derived from the South African Constitution and the Municipal Structures Act in terms of powers and functions are realized. The work flowing from the IDP projections must also be taken into consideration when working out such organogram. Most importantly is the re-alignment of the responsibilities of the politicians with the organizational departments.</p> <p>The Local Labour Forum and the Municipal Council would have to adopt and approve whatever proposed changes before these can be entered into the IDP documentation.</p>	Ms Mouton
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I . PROJECTS AND PROGRAMMES FROM THE OTHER SPHERES

Project Name and Description	Date	Costing	Location	Status Quo
Additional land for Institutional Development – Clinic in Welkom	2013/14/15/16/17	Unknown	Welkom	Planning
Additional land for Institutional Development – Clinic in Loubos	2013/14/15/16/17	Unknown	Loubos	Planning
Additional land for Institutional Development – Hospital in Askham (Feasibility Study)	2013/14/15/16/17	Unknown	Askham	Planning
Additional land for Institutional Development – School in Klein / Groot Mier (Feasibility Study)	2013/14/15/16/17	Unknown	Groot Mier / Klein Mier	Planning
Additional Land for Institutional Development – Safety House (feasibility Study)	2013 - 17	Unknown	All Towns	Planning

COMPLETED AND CURRENTLY RUNNING PROJECTS AND PROGRAMMES

Project Name and Description	Date	Costing	Location	Status Quo
Upgrading of Information Centre at Rietfontein	June 2013	R 500 000-00 Private Sector Siyanda DTEC	Rietfontein	Completed
The construction of 40 housing units under the "Emergency Housing Programme"	2012/13	2010/11-12	Rietfontein Philandersbron Klein Mier Loubos	Completed
The rectification of houses previously build under the "Rectification Programme"	All Towns	2012/2013	Rietfontein,Philandsrbron,Loubos,Klein Mier,Askham & Welkom	Completed
Mier Phase 1 A (Town Planning)	2012/12		Rietfontein, Loubos, Groot Mier, Welkom, Askham/Kameelduin	Completed
Land Care Project / Upgrading of Infrastructure	2013/14/15/16	R950 000.00	Geisemab	Completed

J. PROJECTS

Project Name and Description	Date	Costing	Location	Status Quo
Construction of Oxidation Ponds	2013/14 – 2014/15	R 5 600 000	Rietfontein, Loubos, Askham	Tendering
Construction of Oxidation Ponds	2013 – 2014/15/16	R 5 600 000	Philandersbron, Welkom, Groot/Klein Mier	Planning Unfunded
Feasibility Study & Implementation - Provision of Potable Water to households	2013/14/15/16	Unknown	All Towns	Planning Unfunded
Connecting and Servicing of erven	2013/14/15/16	Unknown	All towns	Planning Not funded
!Khomani San Bulk Water Services	2013/14/15/16	R 6 480 000	Andriesvale / Erin	Planning Not funded
Upgrading of Bulk Water networks storage	2013/14/15/16	Unknown	Rietfontein, Philandersbron, Loubos	Planning Not funded
Feasibility Study & Implementation - The Upgrading of toilettes	2013/14/15/16	Unknown	Philandersbron, Askham, Klein Mier & Welkom	Planning Not funded
Bulk Services Master Plan for Mier Municipality	2013/14/15/16	Unknown	Unknown	Planning Not Funded
Connector & servicing of erven in the municipality	2013/14/15/16	Unknown	Philandersbron & Askham	Planning Not Funded
Feasibility Study & Implementation – Extention of Kalahari East Pipeline (Watering Scheme)	2013/14/15/16	Unknown	Mier Muniicpal Arrea	Planning Unfunded
Feasibiliy Study - Augmentation and Cleaning of Boreholes	2013/14/15/16	Unknown	All towns	Planning Not Funded
Feasibiliy Study - Augmentation and Cleaning of Boreholes	2013/14/15/16	R64 000,00	Rietfontein	Planning Not Funded

Supply of Bulk Water Supply to Welkom & Extension of Bulk Supply (Pipeline)	2013/14/15/16	R64 000,00	Welkom	Feasibility Study funded BP drafted and submitted
Upgrading of Asbestos Reticulation Pipelines	2013/14 – 2014-16	Unknown	Rietfontein,Loubos & Philandersbron	Feasibility Study underway

ISSUE 2: Roads and Transport Project List

Project Name and Description	Date	Costing	Location	Status Quo
Construction of Bus and Taxi Routes in Rietfontein, Phase 2, with street lightening connecting Henry Pabst, Loubos Road and Petrus Vries Str	2013/14/15/16	R 12 000 000	Rietfontein Henry Pabst Str – Loubos Road , Petrus Vries str.	BP drafted and Submitted to EPWP Not funded
The Construction of a 700 m Bus And Taxi Route as Phase 2 (Pioneers Streer)	2013/14/15/16	R4 000 000.00	Philandersbron	Tendering
The Construction of a 3 kilometre Bus And Taxi Route as Phase 2 with Street lightening connecting v/d Westhuizen str / Soda Weg and Pioniersweg	2013/14/15/16	R6,800 000.00	Philandersbron , v/d Westhuizen Avenue, Sodaweg and Pioniers Avenue	BP drafted and Submitted to EPWP
The Construction of a 3,5 kilometre Bus And Taxi Route as Phase 2 with Street lightening connecting	2013/14/15/16	R10, 500,000.00	Loubos	Not funded
The Construction of a 6 kilometre Bus And Taxi Route as Phase 2 with Street lightening connecting Duin/Rivier and Seringboom	2013/14/15/16	R12,000,000.00	Askham / Kameelduin Duin Street, Riveir Street and Seringboom Str	BP drafted and Submitted to EPWP
The Construction of a 3 kilometre Bus And Taxi Route as Phase 2 with Street	2013/14/15/16	R8,000,000.00	Groot Mier	Not funded

lightening connecting from entrance of National Road - Clinic				
The Construction of a 3 kilometre Bus And Taxi Route as Phase 2 with Street lightening connecting from entrance of National road to Skool and Church street	2013/14/15/16	R8,000,000.00	Klein Mier	BP drafted and Submitted to EPWP
The Construction of a 1,5 kilometre Bus And Taxi Route	2013/14/15/16	R6,800,000.00	Swartkopsdam	Not funded
Upgrading and regraveling access and internal roads	2013/14/15/16	Unknown	Rietfonteint – Geisemab (70km)	Not funded
Building of Access Road to Loubos	2013/14/15/16	Unknown	Loubos Access Road	Not Funded
Building of Access Road to Philandersbron	2013/14/15/16	Unknown	Phiandersbron Access Road	
Upgrading and Re – gravelling access and internal roads in the Municipal Area	2013/14/15/16	Unknown	Noenieput – Askham (110 km's)	Not Funded
Upgrading and Re – gravelling access and internal roads in the Municipal Area	2013/14/15/16	Unknown	Rietfontein – Noenieput (105 km's)	Not Funded
Maintenance of road reserve – Job Creation & fencing	2013/14/15/16	Unknown	Road Reserves	Not Funded
Upgrading and Re – gravelling access and internal roads in the Municipal Area	2013/14/15/16	Unknown	Rietfontein – Inkbospan (40 Km's)	Not Funded

ISSUE 3: Housing Project List

Project Name and Description	Date	Costing	Location	Status Quo
Construction of phase 1, units throughout Municipality	2013/14/15/16	Unknown	All towns	Planning
Construction of 70 housing units for Noenieput to settle formal township establishment	2013/14/15/16	Unknown	Andriesvale / Erin	Planning
Construction of phase I, 245 houses within the municipality	2013/14/15/16	Unknown	Rietfontein (50) Loubos (55) Groot Mier (40) Askham (50) Welkom (70)	BP Submitted Funded
Construction of phase II, 259 units throughout the municipality	2013/14/15/16	Unknown	Rietfontein (64) Askham (50) Welkom (20) Klein Mier (55) Philandersbron (70)	Bussines Plans submitted Funding Secured
Upgrading of houses throughout the municipality	2013/14/15/16	Unknown	All Towns	Planning Not Funded
The construction of 200 housing units for the !Khomani San to settle formal township establishment	2013/14/15/16	Unknown	Andriesvale/ Erin	Planning Not Funded

The construction of 40 housing units under the "Emergency Housing Programme"	2013/14/15/16	Unknown	Rietfontein Philandersbron Klein Mier Loubos	BP Submitted Funding Secured
The rectification of houses previously build under the "Rectification Programme"	2013/14/15/16	Unknown	Rietfontein,Philandersbron,Loubos,Klein Mier,Askham & Welkom	BP submitted Funding Secured Planning

ISSUE 4: Environmental and Municipal Health Project List

Project Name and Description	Date	Costing	Location	Status Quo
Upgrading of 6 Waste dumping sites	2013/14/15/16	Unknown	Rietfontein Loubos Askham, Philandersbron Welkom Klein Mier	Planning Negotiations with DWAF and DTEC
Eradication of invader plants	2013/14/15/16	Unknown	Municipal Area	Planning
Construction of 3 Condensed Refuse Removal Sites/Dams	2013/14/15/16	Unknown	Municipal Area	Planning

ISSUE 5: HIV/AIDS Project List

Project Name and Description	Date	Costing	Location	Status Quo
Establishment of Support Groups	2013/14/15/16	Unknown	All Towns	Planning Not Funded

ISSUE 6: Local Economic Development Project List

Project Name and Description	Date	Costing	Location	Status Quo
Land Care Project / Upgrading of Infrastructure	2013/14/15/16	R950 000.00	Geisemab	Dept. of Agriculture
Vegetable Cluster(Garden) in the municipality	2013/14/15/16	R300 000.00	Philandersbron	Planning
Vegetable Garden in Loubos	2013/14/15/16	Unknown	Loubos	Planning
Vegatable Garden in Andriesvale	2013/14/15/16	Unknown	Andriesvale	Planning
Cultivation Devils Claw in the municipal area – Medicinal Plant	2013/14/15/16	Unknown	Erin	Funded by WNR
Feasibility Study – “lyama – Yama” Meat Project	2013/14/15/16	Unknown	Mier Area	Planning Not funded
Develop Tourism infrastructure	2013/14/15/16	Unknown	Mier Area	Planning Not funded
Cultural Village	2013/14/15/16	Unknown	Askham / erin / Andriesvale	Planning Not funded
Tourism Information Satellite Office	2013/14/15/16	Unknown	Erin / Andriesvale	Planning Not Funded
Waste Recycling Project	2013/14/15/16	Unknown	Welkom / KTP	Planning Not Funded
Determining potential of mining in Rietfontein	2013/14/15/16	Unknown	Rietfontein	Planning Not Funded

Upgrading of Game Farm facilities	2013/14/15/16	Unknown	Pulai Game Farms	Planning Funded
Mier Bloodhound Project	2013/14/15/16	Unknown	Hakskeenpan	Construction
Management Programme for Game Farms	2013/14/15/16	Unknown	Municipality	Planning Not Funded
Management & operation of the Arts & culture centres, linked to existing tourism routes / packages & training of tour guides	2013/14/15/16	Unknown	Municipality	Planning Not Funded
Upgrading of 2 info Centres	2013/14/15/16	Unknown	Erin / Rietfontei	Planning Not Funded
Upgrading of bakery	2013/14/15/16	Unknown	Rietfontein	Planning Not Funded
Upgrading of fountain / heritage sites	2013/14/15/16	Unknown	Rietfontein	Planning Not Funded
Telescope at Xaus Lodge	2013/14/15/16	Unknown	!Xaus Lodge	Planning Not Funded
Brick Tiling Project	2013/14/15/16	Unknown	Rietfontein	Planning Not Funded
Joinery Works / Carpentry	2013/14/15/16	Unknown	Rietfontein	Planning Not Funded
Leather Project Askham	2013/14/15/16	Unknown	Askham / Farming Area	Planning Not Funded
Building of landing strip @ Xaus lodge	2013/14/15/16	Unknown	!Xhaus Lodge	Planning Not Funded
Radio Network at Pulai & Xaus Lodge	2013/14/15/16	Unknown	!Xhaus Lodge	Planning Planning Not Funded
Building of access road to Xaus Lodge	2013/14/15/16	Unknown	Game Farms / !Xaus Lodge	Planning Not Funded

Tourism Projects / Programmes

Project / Programme	Date	Costing	Location	Status Quo
Development of Tourism Marketing Plan or Strategy for Mier	2013/14/15/16	R 200 000-00	Municipal Area	Draft developed and proposal submitted for funding through DBSA Tourism brochures and info boards to be developed by June 2013 – budgeted by Municipality
Paving of 270 m entrance road	2013/14/15/16	R920 000	Twee Rivieren	Planning
Replacement of 100 km's fencing	2013/14/15/16	R15 960 000	RSA/Namibia Border	Planning
Construcion of Tented units	2013/14/15/16	R4 250 000	Stoffelsdraai Wildernes Camp	Planning

Workshop: Grading / BEE / Legislation	2013/14/15/16	R 5 000-00		Planning
Workshop: How to start and grow your tourism business		R 5 000-00		
Tourism Awareness Campaign	2013/14/15/16	Funded by DEAT, DTEC and SANPARKS	Rietfontein, Loubos, Philandersbron, Askham, Andriesvale and Welkom	In process
Tourism Indaba / Cultural festival	2013/14/15/16	R 500 000-00 Private Sector DTEC	Rientfontein / Philandersbron	Planning Proposals to be drafted
Establishing and Reviving Eco-clubs at schools	2013/14/15/16	DTEC and DEAT	All schools	Planning
Organising of informal tourism sector into formal structure (stalls, product owners, artists etc)	2013/14/15/16	R 5000-00	On main routes	In process
Upgrading of information centre at Andriesvale	2013/14/15/16	R 250 000-00 Private Sector DTEC	Andriesvale	Planning Negotiations with relevant parties
Development of a cultural route to include all the heritage and cultural significant sites.	2013/14/15/16	Unknown	Whole area	Planning to start in January 2013/14
Development of the land in Contract Park (25000 ha in the Kgalagadi Park).	2013/14/15/16	Unknown	Kgalagadi Park	Planning to start in January 2013/14
Development of a cultural centre specifically focusing on the diverse communities of Askham and surrounding.	2013/14/15/16	Unknown	Askham	Pre-planning has already been done in this regard by community members. The Tourism committee should assist with the initial business plan and application for funding if and where necessary.

ISSUE 7: Land Development Project List

Project Name and Description	Date	Costing	Location	Status Quo
Purchasing of additional land for farming	2013/14/15/16	Unknown	Municipal Area	Planning Not funded
Additional Land for residential development	2013/14/15/16	Unknown	Askham / Groot Mier / Swartkopdam	Planning Not Funded
Upgrading of commonage land	2013/14/15/16	Unknown	Municipal Area	Planning Not funded
Additional land for Institutional; development – School for Klein and Groot Mier	2013/14/15/16	Unknown	Klein and Groot Mier	Planning Not Funded
Additional land for Institutional; development – Surveying of land for Multi - Purpose Community Hall	2013/14/15/16	Unknown	Groot Mier	Planning Not Funded
Additional land for Institutional; development – Clinic in Welkom	2013/14/15/16	Unknown	Welkom	Planning
Township Establishment with internal services	2013/14/15/16	Unknown	Andriesvale / Erin & Noenieput	Planning Not Funded
Upgrading of Community Halls for Multi - Purpose use and utilization of offices	2013/14/15/16	R2 500 000	Welkom	Tendering
Upgrading of Community Halls for Multi - Purpose use and utilization of offices	2013/14/15/16	Unknown	Welkom & Loubos & Rietfontein	Planning
Upgrading of Sport Facilities and erection of parks	2013/14/15/16	Unknown	All Towns	Planning Not Funded

PROJECTS FOR IMPLEMENTATION - 2013/14

Project Name and Description	Date	Costing	Location	Status Quo
Construction of Street in Rietfontein		R4 000 000	Rietfontein	Planning
Upgrading of Asbestos Reticulation Pipelines	2013/14/15/16	R2 000 000	Rietfontein	Feasibility Study underway
Construction of Multi – Purpose community Hall	2013/14/15/16	R2 500 000	Welkom	Tendering
Construction of Street as Phase 2	2013/14/15/16	R4 000 000	Philandersbron	Planning
Installation of Borehole	2013/14/15/16	R64 000	Welkom	Planning
Upgrading of toilettes	2013/14/15/16	Unknown	All towns	Planning
Planning of 150 sites for Township establishment	2013/14/15/16	Unknown	Khomani San Area	Planning

ORGANISATIONAL PERFORMANCE MANAGEMENT TARGETS

Development Issue	Developmental Objective	Targets per annum
1. Water and Sanitation:	To provide access for all the resident of Mier Municipality, to clean drinking water by June 2014	<ul style="list-style-type: none"> • 250 Households / a
2. Sanitation	To provide access for all the residents of Mier Municipality to proper sanitation, by June 2014	<ul style="list-style-type: none"> • 250 Households
2. Roads and Transport:	To upgrade and maintain all gravel roads by 2016	<ul style="list-style-type: none"> • 100 Km / a • 100 Km /a
	To build new streets in all identified areas by 2016	<ul style="list-style-type: none"> • 75 Km /a
	To upgrade all access roads and internal roads by 2016	<ul style="list-style-type: none"> • 75 km / a
3. Housing:	To provide houses to all communities within the whole Mier Municipal Area, which currently experience a backlog, by June 2016	<ul style="list-style-type: none"> • 150 Houses / a
	Provision of sites and servicing of sites to fulfill in the demand	<ul style="list-style-type: none"> • 250 Sites / a
4. Environmental & Municipal Health:	To upgrade, license and register existing waste dumping sites by June 2014	<ul style="list-style-type: none"> • 6 Sites / a
	To provide additional sites if and where necessary by June 2014, in order to cater for the increase in waste removal demands	<ul style="list-style-type: none"> • 3 Sites for Noenieput, Klein Mier and !Khomani San
5. HIV/AIDS:	To update the existing policy and implement accordingly by June 2013/14 To strengthen the Forum and develop a plan for the Mier area by June 2013/14	Policy updated Forum Strengthened

6. Local Economic Development:	To facilitate capacity building and skills development programmes in the area focusing on the agricultural, mining and tourism sector,	<ul style="list-style-type: none"> • 6 Programmes or training sessions / a • 75 Jobs created / a
	To reduce unemployment and poverty with at least 5%, by June 2014.	
	To upgrade existing tourism attractions / products over the next 10 years in Mier Municipality	<ul style="list-style-type: none"> • 1 per year
	To develop new attractions / products in Mier Municipality over the next 5 years	<ul style="list-style-type: none"> • 1 per year
	To upgrade supporting tourism infrastructure, i.e. road signs and roads over the next 10 years	<ul style="list-style-type: none"> • All road signs and access roads directly linked to tourism attractions
	To provide permanent employment for 5 additional people per year over the next 10 years	<ul style="list-style-type: none"> • 5 people / a
	To develop a Marketing Strategy by June 2009	<ul style="list-style-type: none"> • 1 Strategy
	To train / equip 5 youth per year from Mier Municipality in the tourism sector over the next 10 years	<ul style="list-style-type: none"> • 5 youth trained / a
	To launch one conservation activity or programme per year over the next 10 years in Mier	<ul style="list-style-type: none"> • 1 / a
7. Land Development:	A proper developed and implementable Land Use Management Plan by June 2012,	<ul style="list-style-type: none"> • 1 plan
	Development of Spatial Development Plan	<ul style="list-style-type: none"> • 1 plan
	Township establishment of Noenieput and the !Khomani San Settlement by June 2014	<ul style="list-style-type: none"> • Township establishment
8. Sustainable Developmental Orientated Issues:	Development of Financial Plan	<ul style="list-style-type: none"> • Financial Plan
	Increase in payment rate and revenue base	<ul style="list-style-type: none"> • 10% increase
8. Sustainable Developmental Orientated Issues (Cont):	Development and implementation of Skills	<ul style="list-style-type: none"> • 1 plan
	Development Plan in line with the identified capacity needs of the IDP.	<ul style="list-style-type: none"> • 1 plan reviewed

	Review and Implement the Employment Equity Plan	•
8. Sustainable Developmental Orientated Issues (Cont.):	Town Forum establishment and capacity building in order to equip them to contribute towards planning structures and processes	• 8 forums
	Communication strategy developed, reviewed and implemented	• 1 strategy

ORGANISATIONL PERORMANCE MANAGEMENT PLAN / STRATEGY

Priority Issues	Proposed Objectives	Key Performance Indicator		
		Input	Output	Outcome
1. Water and Sanitation:	To provide access for all the resident of Mier Municipality, to clean drinking water by June 2013/14	Expenditure on water provision	Number of households provided with water	% of households with access to basic level of water, sanitation and solid waste removal
	To provide access for all the residents of Mier Municipality to proper sanitation, by June 2013/14	Expenditure on sanitation provision	Number of households provided with sanitation	
2. Roads and Transport:	To upgrade and maintain all gravel roads by 2016 To build new roads in all identified areas by 2016/17 To upgrade all access roads and internal roads by 2016/17	Expenditure on roads and transport	Kilometers upgraded and newly build	% of roads in the area upgraded and newly build
3. Housing:	To provide houses to all communities within the whole Mier Municipal Area, which currently experience a backlog, by June 2014	Total investment in housing	Number of houses build	% of households living a better quality of life
	Provision of sites and servicing of sites to fulfill in the demand	Construction cost per sq. m. of houses built by the municipality	Number of sites serviced	
4. Environmental & Municipal Health:	To upgrade, license and register existing waste dumping sites by June 2013/14	Expenditure for compilation of Waste	Approved Waste Management Plan	Improved waste management and

	To provide additional sites if and where necessary by June 2013/14, in order to cater for the increase in waste removal demands	Management Plan Expenditure on Environmental Management and related activities	No of sites developed with EIA approval	regulation % of sites provided according to EIA regulations
5. HIV/AIDS:	To update the existing policy and implement accordingly by June 2013/14 To strengthen the Forum and develop a plan for the Mier area by June 2013/14	No of employees involved in HIV/aids prevention programmes Amount budgeted for HIV/Aids awareness campaign	No of HIV/Aids awareness sessions / programmes held	No of people participating in the HIV/Aids awareness campaign Reported cases of HIV/Aids Number of individuals receiving voluntary HIV testing and counseling
6. Local Economic Development:	To facilitate capacity building and skills development programmes in the area focusing on the agricultural, mining and tourism sector, To reduce unemployment and poverty with at least 5%, by June 2014. To upgrade existing tourism attractions / products over the next 10 years in Mier Municipality To develop new attractions / products in Mier Municipality over the next 5 years To upgrade supporting tourism infrastructure, i.e. road signs and roads over the next 10 years To provide permanent employment for 5 additional people per year over the next 10 years To develop a Marketing Strategy by December 2012 To train / equip 5 youth per year from Mier Municipality in the tourism sector over the next 10 years To launch one conservation activity or programme per year over the next 10 years in Mier	Expenditure per initiative / development Expenditure per SMME on support and information supply	Number of jobs created through municipality' LED initiatives including capital projects No of training events arranged for SMME-owners regarding business skills	% of decrease in unemployment rate % of households earning less than R1100 per month with access to free basic services No of new SMMEs started Total no of new labour market entrants at the SMME's
7. Land Development:	A proper developed and implementable Land Use Management Plan by June 2013/14, Township establishment of Noenieput and the !Khomani San Settlement by June 2013/14	Expenditure for compilation of Land Use Management Plan	Number of township establishments according to the LUMP	% of people satisfied with the improvement of living conditions

8. Sustainable Developmental Orientated Municipalities:	Development of Financial Plan Increase in payment rate and revenue base	Expenditure on the improvement of financial systems	% of municipality's capital budget actually spent on capital projects i to IDP	% percentage decrease in audit queries after improvement of financial system Financial viability as expressed i to ratios i.e. Debt (Interest) coverage ratio; Outstanding service debtors to revenue ratio; Cost coverage ratio; Annual debtors collection rate; Debt to revenue ratio; Gearing ratio; and Current ratio
8. Sustainable Developmental Orientated Municipalities (Cont):	Development and implementation of Skills Development Plan in line with the identified capacity needs of the IDP.	Total amount budgeted for capacity building of the Category B municipalities Expenditure on the improvement of administration systems	Total number of Category B employees attending capacity building events % of a municipality's budget actually spent on implementing its workplace skills plan; and of municipality's operational budget spent on improvement of administration and implementation of organogramme	% of staff motivated and service delivery improvement Number of people from Employment Equity target groups employed in the three highest levels of management in compliance with approved EEP % percentage decrease in audit queries after improvement of admin system
8. Sustainable Developmental Orientated Municipalities (Cont.):	Town Forum establishment and capacity building in order to equip them to contribute towards planning structures and processes	Expenditure on establishment and empowerment of Town	Number of forums established	% of people satisfied with the functioning of the Forums and their

	Communication strategy drafted , reviewed and implemented	Forums Expenditure on review and implementation of the Communication Strategy	Number of capacity building sessions Number of contact sessions internally Number of contact sessions externally	representation to improve good governance % of employees satisfied with improved communication % of community satisfied with improved communication
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